Office of the Independent Police Auditor

Teresa Guerrero-Daley, Independent Police Auditor

MISSION

To provide independent civilian review of the citizen complaint process to ensure its fairness, thoroughness, and objectivity

Core Services

Independent Police Oversight
Provide independent civilian review of the citizen complaint process to ensure its fairness, thoroughness, and objectivity

Strategic Support: Administrative Support

Office of the Independent Police Auditor

Budget Summary

		2001-2002 Adopted		2002-2003 Adopted	Change
Authorized Positions		6.00		6.00	0.0%
Department Budget (All Funds)	$	603,506	$	647,866	7.4%

Budget Highlights 2002-2003

- ☐ The Office continues to provide independent police oversight at current expenditure levels.

Department Overview

The Office of the Independent Police Auditor (IPA) continues to provide independent police oversight of the citizen complaint process. The mission of the IPA is to provide independent civilian review of the citizen complaint process to ensure its fairness, thoroughness and objectivity. Specifically, the IPA serves to provide civilian oversight of the process as it applies to the delivery of police services by members of the San Jose Police Department. Recommendations to improve police services are made, tracked, and audited by the IPA.

In 2001-2002, the IPA continued to participate as a member of the Public Safety City Service Area. This aligns directly with Outcome 2 of the Public Safety CSA Business Plan; "Public Safety Personnel are Seen as a Positive Part of the Community." The goals and objectives of both the IPA and the Public Safety CSA seek to reduce the number of citizen complaints of improper use of force and rude or otherwise inappropriate conduct.

Community outreach is one of three primary functions of the IPA as mandated by City ordinance. Awareness of the existence and services of the IPA by the community is critical in raising the level of confidence in both this Office and the citizen complaint process. The addition of overtime hours to the Adopted 2001-2002 Budget allowed the IPA more flexibility in providing outreach services to the community on evenings and weekends, and continued participation in the full range of City activities. Although outreach services by their nature will continue to occur during evening hours and weekends, the IPA will attempt to minimize the use of overtime hours by having outreach staff work more flexible hours during the week when possible.

Office of the Independent Police Auditor

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Independent Police Oversight	N/A	N/A	562,251	562,251	N/A
Strategic Support	N/A	N/A	85,615	85,615	N/A
Total	**$ -**	**$ -**	**$ 647,866**	**$ 647,866**	**N/A**
Dollars by Program					
Independent Police Auditor	$ 638,895	$ 603,506	N/A	N/A	N/A
Total	**$ 638,895**	**$ 603,506**	**$ -**	**$ -**	**N/A**
Dollars by Category					
Personal Services					
Salaries/Benefits	$ 491,520	$ 536,057	$ 600,628	$ 600,628	12.0%
Overtime	-	6,500	6,890	6,890	
Subtotal	$ 491,520	$ 542,557	$ 607,518	$ 607,518	12.0%
Non-Personal/Equipment	147,375	60,949	40,348	40,348	(33.8%)
Total	**$ 638,895**	**$ 603,506**	**$ 647,866**	**$ 647,866**	**7.4%**
Dollars by Fund					
General Fund	$ 638,895	$ 603,506	$ 647,866	$ 647,866	7.4%
Total	**$ 638,895**	**$ 603,506**	**$ 647,866**	**$ 647,866**	**7.4%**
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**0.0%**

Note: *The City of San Jose is in the final year of a three year transition to a Performance-Based Budget.* As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Prior Year Budget (2001-2002):	6.00	603,506	603,506
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Community Outreach Promotional Efforts		(21,000)	(21,000)
One-Time Prior Year Expenditures Subtotal:	0.00	(21,000)	(21,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes		64,961	64,961
• 1% non-personal COLA		399	399
Technical Adjustments Subtotal:	0.00	65,360	65,360
2002-2003 Forecast Base Budget:	6.00	647,866	647,866
2002-2003 Adopted Budget Total	6.00	647,866	647,866

Office of the Independent Police Auditor

Core Service: Independent Police Oversight

City Service Area: Public Safety

Core Service Purpose

Provide independent civilian review of the citizen complaint process to ensure its fairness, thoroughness, and objectivity.

Key Operational Services:

- ☐ **Initiate the investigation process**
- ☐ **Monitor, track, and participate in excessive force investigations**
- ☐ **Audit and track all citizen complaints**
- ☐ **Provide policy recommendations and address community concerns**
- ☐ **Increase public awareness through materials, presentations and public forums**

Performance and Resource Overview

The Office of the Independent Police Auditor (IPA) provides civilian oversight of the delivery of police services by the San Jose Police Department (SJPD) by auditing the citizen complaint process. Recommendations to improve police services are made, tracked, and audited. The public, City Council, SJPD, and other City Departments are informed about the work of the IPA through detailed public reports and other community outreach efforts.

By providing independent civilian review of the citizen complaint process, the IPA seeks to increase customer satisfaction concerning police services and public confidence in the San Jose Police Department. The IPA intends to achieve these goals by analyzing complaint and audit data to determine what recommendations should be made to improve or change police practices, policies and/or conduct.

The IPA staff consists of six full-time positions: the Independent Police Auditor, Deputy Director, three Police Data Analysts, and one Office Specialist II. A very low staff vacancy rate this year has had a favorable impact on the IPA's ability to maintain and, in some areas, expand its service levels.

Community outreach is one of three primary functions of the IPA as mandated by the City Charter. Awareness of the existence and services of the IPA by the community is critical in raising the level of confidence in this office. The better informed residents are of the services offered by the IPA, the more likely they will be to gain confidence in the IPA's ability to provide full, and fair, oversight of the investigation of police misconduct complaints. The IPA was able to increase its community outreach services this year, reaching greater numbers of people and expanding presentations to the youth population. However, the most recent survey, commissioned by the City of San Jose, revealed that the percentage of the San Jose residents who are aware of the existence of this Office has not increased from 20 percent. The IPA will continue to improve and expand its community outreach efforts and hopes to reach its 25 percent goal in the next City survey.

Performance and Resource Overview (Cont'd.)

Performance Measure Development

The IPA eliminated one of the performance measures - "% SJPD's professional standards and conduct unit staff rating responsiveness of IPA as good to excellent". This measure is no longer useful as the professional relationship between the IPA and Police Department's Internal Affairs staff has been maintained at the same high cooperative level for the past few years.

Independent Police Oversight Performance Summary	**2000-2001 Actual**	**2001-2002 Target**	**2001-2002 Estimated**	**2002-2003 Target**
◎ % of IPA recommendations that become policy or change a procedure	75%	80%	80%	80%
◎ % change in number of complaints after a recommended policy or change is implemented	50%	55%	50%	55%
$ Cost of oversight per officer	$283	$291	$321	$291
🕐 % of investigations initiated within 3 days	90%	92%	90%	90%
🎗 % of complainaints rating the professionalism and responsiveness of the IPA as good or excellent	80%	82%	70%	80%
🎗 % of residents rating confidence with the independent police review/oversight process as good or excellent	45%	50%	45%	50%

Activity & Workload Highlights	**2000-2001 Actual**	**2001-2002 Forecast**	**2001-2002 Estimated**	**2002-2003 Forecast**
Number of classified complaints	374	305	260	280
Number of inquirieis handled by IPA	198	195	120	130
Number of outreach presentations	45	40	50	50
Number of withdrawn complaints	46	65	40	40

Core Service: Independent Police Oversight

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Independent Police Oversight Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 523,368	$ 523,368	N/A
Non-Personal/Equipment	N/A	N/A	38,883	38,883	N/A
Total	**$ -**	**$ -**	**$ 562,251**	**$ 562,251**	**N/A**
Authorized Positions	**N/A**	**N/A**	**4.50**	**4.50**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
NONE			

Office of the Independent Police Auditor

Core Service: Strategic Support

City Service Area: Public Safety

Strategic support represents the services provided by the department that support and guide the provision of the core service. The long range-planning element of the strategic plan is essential in developing the type of services necessary to sustain community confidence in the police complaint process. Strategic support within the Office of the Independent Police Auditor (IPA) includes:

❑ **Administrative Support**

Performance and Resource Overview

Strategic support is an ongoing requirement to provide the core service of the Office. There are no changes to the Office for fiscal year 2002-2003.

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	N/A	N/A	$ 84,150	$ 84,150	N/A
Non-Personal/Equipment	N/A	N/A	1,465	1,465	N/A
Total	**$ -**	**$ -**	**$ 85,615**	**$ 85,615**	**N/A**
Authorized Positions	**N/A**	**N/A**	**1.50**	**1.50**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Information Technology Department

Wandzia Grycz, Chief Information Officer

MISSION

Enable the service delivery of our customers through the integration of city-wide technology resources

Core Services

Technology Strategic Planning
Ensure optimal resource utilization and technology investment across the city-wide organization

Technology Solutions Consulting
Create and implement new technology solutions that maximize the delivery of City services

City-Wide Data Management
Manage the City's data so that critical business processes remain operational

Network and Communication Services
Enable the availability and relevancy of data, voice, and radio communications

Technology Customer Support
Provide direct customer support and training for technology equipment and applications

Strategic Support: Financial Management, Employee Services, Clerical Support, Training Management, and Special Projects

Budget Summary

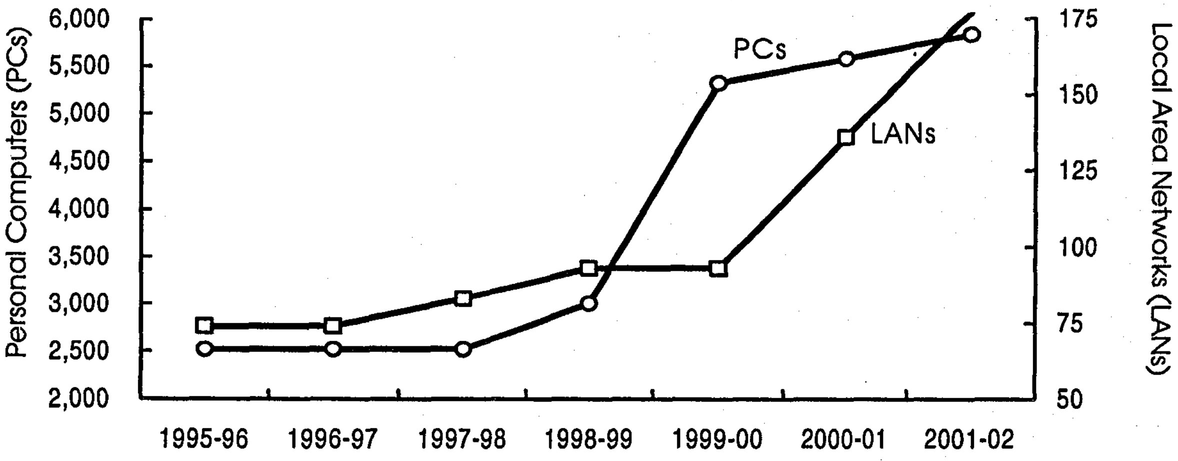
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	129.75	131.25	1.2%
Department Budget (All Funds)	$ 17,711,239	$ 19,615,554	10.8%

Budget Highlights 2002-2003

- ☐ Improve key business system availability implemented in 2001-2002.
- ☐ Develop Geographic Information System Integration Strategy.
- ☐ Update the City of San Jose Information Technology Master Plan.
- ☐ Implement high priority e-Government initiatives.

Budget Byte

Number of City-wide Personal Computers and Local Area Networks



This graph depicts the increased investment in technology City-wide and demonstrates the importance of ensuring that information technology resources are acquired, deployed, and managed effectively. The increase in the number of PCs in 1999-2000 is mainly due to a more accurate count of PCs in the entire City.

Department Overview

The Information Technology Department (IT), the Finance Department, and the Purchasing Division of the General Services Department, together comprise the Strategic Support Finance and Technology City Service Area (CSA). The CSA mission is to plan, manage and safeguard the City's financial resources to enable and enhance the delivery of City services.

IT provides services and leadership to meet the following two outcomes of the CSA:

1. *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*
2. *The City's Financial and Technology Resources are Protected and Available to Address Short and Long-Term Needs.*

IT supports the efforts of the City organization through five core services, directly linked to the performance outcomes of the CSA:

- Technology Strategic Planning
- Technology Solutions Consulting
- City-wide Data Management
- Network and Communication Services
- Technology Customer Support

Major Policies and Issues

Ongoing strategic planning is critical to the support that the Finance & Technology CSA provides to all the other CSAs. The challenge will be to maintain the appropriate level of strategic planning while at the same time continuing to meet the changing needs of customers during these difficult economic times. Therefore, IT will focus on:

- Ongoing strategic planning to facilitate responsiveness to changing customer service needs.
- Balancing enterprise focus with specific needs of departments so that whether resources are contained in central IT or in departments, resources are being utilized effectively.
- Providing the appropriate level of information technology infrastructure and security for business systems critical to providing city services.
- Seeking opportunities to streamline processes by eliminating and integrating steps that will expedite service delivery to both internal and external customers.

By focusing on these areas, IT will be successful in supporting the City's technology vision of San Jose as a world-class government organization that effectively uses information technology to support City operations and delivery of services.

Of IT's total operating budget, approximately 10% is used specifically for the Department while the remainder is used to support the entire City organization. In addition, approximately 47% of the Department's non-personal/equipment budget consists of the General Fund portion of telephone costs for the City. With this information in mind, the Department identified reductions in areas where: 1) the reduction of vacant positions will not have a direct impact on the delivery of key business services; 2) expenses could be reduced by transferring accountability and responsibility for expenses to departments; and 3) reductions in maintenance support will not adversely impact the ability of departments to deliver services to their customers.

Department Overview (Cont'd.)

Technology Strategic Planning

The Information Technology Planning Board, formed in January 2000, was created to oversee the development and subsequent implementation of the City of San Jose Information Technology Master Plan. The Information Technology Planning Board membership is made up of representatives from all CSAs.

The Information Technology Master Plan includes a section on strategic initiatives. These strategic initiatives provide a road map to: 1) reach the City's goal of improving service delivery through technology, and 2) exemplify San Jose's position as the *Capital of Silicon Valley*. A detailed discussion of the strategic initiatives that have been implemented is included in the Technology Strategic Planning Core Service section of this document.

Technology Solutions Consulting

In 2001-2002, three major projects were monitored: 1) the Police Department's Automated Information System (AIS); 2) the San Jose Permits On-Line System (formerly known as the Integrated Development Tracking System); and 3) the Human Resources/Payroll System upgrade. The Police Department's AIS and the Human Resources/Payroll System upgrade were completed in 2001-2002. It is anticipated that the San Jose Permits On-Line System will be fully implemented in 2002-2003. In addition, the Department will be implementing a process that facilitates the tracking of all technology projects, regardless of size, in order to measure the Department's efficiency and effectiveness in delivering this core service which supports the Finance and Technology CSA outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

City-Wide Data Management

For 2001-2002, the Department came within striking distance of achieving its performance targets for the availability of databases during normal business hours.

The availability and quality of the databases being tracked are critical to fulfilling the Finance and Technology CSA outcome: *The City's Financial and Technology Resources are Protected and Available to Address Short and Long-Term Needs.* In 2001-2002, the Department began working on data warehousing. The pilot project developed will facilitate the ability to integrate data from a variety of sources that users can access at any time while minimizing impacts to the production systems.

Another database that is very important for departments providing services to residents is the Geographic Information System (GIS). A third party review of the current state of GIS in the City and identification of the actions needed to integrate GIS services city-wide will be completed in the fourth quarter of 2001-2002.

Network and Communication Services

In 2001-2002, a night shift was added to increase the scheduled hours of support for key business systems by 75%. The performance targets for the availability of the central network, telephones, and mobile radios during supported hours were successfully achieved. In addition, the Department succeeded in increasing the performance level on preventative maintenance for public and non-public safety systems from 41% in 2000-2001 to approximately 95% in 2001-2002. A preventative maintenance program for telephone and network equipment still needs to be established.

Department Overview (Cont'd.)

Network and Communication Services (Cont'd.)

This core service implemented some key projects that directly support the Finance and Technology CSA outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers*, as shown in the detailed discussion in the Network and Communication Services Core Service section of this document.

Technology Customer Support

For 2001-2002, the Department estimated that it achieved its performance targets for the availability of e-mail, the Financial Management System, and the Human Resources/Payroll system during supported hours. Despite the significant "NIMDA" e-mail virus attack in the first quarter of 2001-2002, e-mail system availability is estimated to be at 99% at the end of the fiscal year. Staff in this core service have also recently assumed responsibility of supervising the Information Technology staff from the Conventions, Arts and Entertainment (CAE) Department. This allows the IT Department to provide a broader spectrum of services to CAE without the cost of adding new staff. It also provides a higher degree of cross-training and backup for CAE's systems.

Information Technology Department

Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Tech Strategic Planning	N/A	N/A	$ 498,288	$ 498,288	N/A
Tech Solutions Consulting	N/A	N/A	615,854	615,122	N/A
City-Wide Data Management	N/A	N/A	1,045,841	1,045,841	N/A
Netwk/Communication Svcs	N/A	N/A	9,052,938	8,582,627	N/A
Tech Customer Support	N/A	N/A	7,788,285	8,191,369	N/A
Strategic Support	N/A	N/A	772,307	682,307	N/A
Total	**$ -**	**$ -**	**$ 19,773,513**	**$ 19,615,554**	**N/A**
Dollars by Program					
Information Systems	$ 9,611,712	$ 11,268,624	N/A	N/A	N/A
Communications	5,742,862	6,442,615	N/A	N/A	N/A
Total	**$ 15,354,574**	**$ 17,711,239**	**$ -**	**$ -**	**N/A**
Dollars by Category					
Personal Services					
Salaries/Benefits	$ 8,585,893	$ 10,637,988	$ 12,664,682	$ 12,582,910	18.3%
Overtime	161,518	101,470	107,558	107,558	6.0%
Subtotal	$ 8,747,411	$ 10,739,458	$ 12,772,240	$ 12,690,468	18.2%
Non-Personal/Equipment	6,607,163	6,971,781	7,001,273	6,925,086	(0.7%)
Total	**$ 15,354,574**	**$ 17,711,239**	**$ 19,773,513**	**$ 19,615,554**	**10.8%**
Dollars by Fund					
General Fund	$ 13,968,180	$ 15,963,288	$ 17,651,448	$ 17,413,766	9.1%
Airport Maint & Opers	512,035	681,947	686,424	686,424	0.7%
Conv & Cultural Affairs	N/A	N/A	189,073	189,073	N/A
Home Invest Partnership	15,461	19,727	21,488	21,488	8.9%
Integrated Waste Mgmt	88,499	98,393	121,204	134,757	37.0%
Low/Mod Income Housing	168,587	180,271	196,121	196,121	8.8%
Sewer Svc & Use Charge	122,441	162,035	181,133	181,929	12.3%
Storm Sewer Operating	21,243	31,204	38,771	43,555	39.6%
Vehicle Maint & Opers	0	104,466	114,070	114,070	9.2%
Water Utility	0	1,136	9,369	18,139	1496.7%
Water Pollution Control	37,112	4,860	95,421	147,241	2929.7%
Capital Funds	421,016	463,912	468,991	468,991	1.1%
Total	**$ 15,354,574**	**$ 17,711,239**	**$ 19,773,513**	**$ 19,615,554**	**10.8%**
Authorized Positions	**116.75**	**129.75**	**132.25**	**131.25**	**1.2%**

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Prior Year Budget (2001-2002):	**129.75**	**17,711,239**	**15,963,288**
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: 2001-2002 Integrated Development Tracking System Support		(187,522)	(187,522)
• Rebudget: Data warehousing equipment and proxy server		(199,000)	(199,000)
• Rebudget: Rent - Land/Building		(6,106)	(6,106)
One-time Prior Year Expenditures Subtotal:	**0.00**	**(392,628)**	**(392,628)**
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations:		1,267,178	1,112,392
-2.0 Computer Operators and 0.5 Sr. Systems Application Programmer to 2.0 Enterprise Network Techs	(0.50)		
-1.0 Senior Communications Tech to Information Systems Analyst			
-1.0 Terminal Operator to Senior Office Specialist			
-1.0 Terminal Operator PT to Sr. Office Specialist PT			
• Transfer of 1.0 Network Engineer and 1.0 Network Technician from Conventions, Arts, and Entertainment	2.00	189,074	0
• Transfer of Supervising Applications Programmer from ESD	1.00	117,611	0
• Transfer of 1.0 Systems Application Programmer to Airport	(1.00)	(70,781)	0
• Transfer of 1.0 Systems Application Programmer from City Clerk	1.00	74,931	74,931
• Adjustment for reallocation of City-Wide Expenses for the Human Resources/Payroll and Police AIS projects		454,769	454,769
• Adjustment for removal of capital-funded non-personal/ equipment items from Department's operating budget		(16,576)	0
• Changes in costs of hardware maintenance fees		183,226	183,226
• Changes in costs of software license and maintenance fees		128,035	128,035
• Changes in phone, dataline, and pager costs		79,704	79,704
• Changes in contractual service costs for miscellaneous network and communication equipment		27,131	27,131
• Changes in copier costs		1,500	1,500
• Changes in misc. electronic data processing costs		7,000	7,000
• Changes in vehicle maintenance and operations costs		12,100	12,100
Technical Adjustments Subtotal:	**2.50**	**2,454,902**	**2,080,788**
2002-2003 Forecast Base Budget:	**132.25**	**19,773,513**	**17,651,448**

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

Investment/Budget Proposals Approved	Positions	All Funds ($)	General Fund ($)
Technology Solutions Consulting			
- Consolidation of Telecommunications Staff	(0.10)	(9,502)	(9,502)
- Reallocation to Enhance Technology Solutions Consulting	0.11	8,770	0
Technology Solutions Consulting Subtotal:	**0.01**	**(732)**	**(9,502)**
Network & Communication Services			
- Enhanced Accountability in Departmental Telephone Budgets		(121,387)	(121,387)
- Hardware Maintenance and Support Contracts		(155,500)	(155,500)
- Streamline Telecommunications and Network and Operations Functions	(1.90)	(193,424)	(193,424)
Network & Communication Services Subtotal:	**(1.90)**	**(470,311)**	**(470,311)**
Technology Customer Support			
- Consolidation of Technology Customer Support	(2.00)	(159,211)	(159,211)
- On-Line Permit Support Services/Server Redundancy and Maintenance Reallocation		227,700	227,700
- Reallocations to Enhance Technology Customer Support	2.89	224,595	153,642
- Rebudget: San Jose Permits On-Line System Maintenance		110,000	110,000
Technology Customer Support Subtotal:	**0.89**	**403,084**	**332,131**
Strategic Support			
- Management of Supplies, Materials and Training Budgets		(90,000)	(90,000)
Strategic Support Subtotal:	**0.00**	**(90,000)**	**(90,000)**
Total Investment/Budget Proposals Approved	**(1.00)**	**(157,959)**	**(237,682)**
2002-2003 Adopted Budget Total	**131.25**	**19,615,554**	**17,413,766**

Core Service: Technology Strategic Planning

City Service Area: Strategic Support – Finance and Technology

Core Service Purpose

Ensure optimal resource utilization and technology investments across the City-wide organization.

Key Operational Services:

- ☐ **Strategic Master Plan**
- ☐ **Equipment Life Cycle Assessment**

Performance and Resource Overview

The purpose of the Technology Strategic Planning core service is to provide leadership in the area of technology for the City organization, ensuring that technology investments are coordinated, efficient, and effective. The City of San Jose's Information Technology Master Plan facilitates this purpose. This core service contributes to the Finance and Technology CSA's outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

The Information Technology Planning Board identified three strategic initiatives of highest priority for implementation in 2001-2002. The initiatives are: 1) Implement the City of San Jose e-Government Strategy; 2) Develop department information technology tactical plans; and 3) Integrate "like" information technology functions throughout the City.

One of the five-year strategic goals for the Finance and Technology CSA is: "Implement e-Government services." In the Mayor's June Budget Message for 2001-2002, the City Manager was directed to report back to the Finance and Infrastructure Committee with a review of the due diligence performed on the implementation of the City of San Jose's e-Government Vision and Strategy. This work was conducted in the second quarter and additional Council-requested work on this project was performed in the third quarter of 2001-2002. The results of the due diligence work suggest that the City needs to: 1) enhance the City's information technology enterprise infrastructure as a pre-requisite for e-Government applications; 2) invest in systems and hardware that have a high degree of system reliability to provide 24x7 service availability; 3) interface or integrate current systems; 4) perform necessary software upgrades and annual maintenance; and 5) identify appropriate level of staffing for the above. In the first quarter of 2002-2003, the Information Technology Planning Board will report to the City Council on recommended steps to: 1) identify high priority web enabled applications; and, 2) address the necessary infrastructure requirements. By following these steps, the City should be able to reduce ongoing information technology costs, increase security and reliability of the system, and create a more solid foundation to implement e-Government applications to provide better, faster, and more efficient citizen interaction with the City.

Core Service: Technology Strategic Planning

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

The study on the integration of "like" IT functions was completed and accepted by the Information Technology Planning Board and the City Manager. The study clearly stated the benefits of integrating distributed systems and outlined an 18-month implementation strategy. The need to enhance the City's information technology enterprise infrastructure provides an opportunity to pursue the integration strategy which supports the Finance and Technology CSA outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

Ninety-five percent of all City departments completed two of three components of the Information Technology Tactical Plans. The first two components were the preparation of a technology asset inventory and the preparation and/or revision of business cases for information technology projects. The third component is contingency planning and the first phase of that component will begin in the first quarter of 2002-2003. By completing and annually updating departmental tactical plans, IT ensures that the department's technology direction is in line with the vision and strategies outlined in the Information Technology Master Plan and the Finance and Technology CSA outcome: *The City's Financial and Technology Resources are Protected and Available to Address Short and Long-Term Needs.*

The Information Technology Planning Board has also initiated the update of information technology management standards, policies, and guidelines, along with embarking upon an update of the Information Technology Master Plan. Once the update process is completed, the Information Technology Planning Board will prioritize the strategic initiatives contained in the revised Master Plan for implementation in 2002-2003 and beyond. By continuing to update and implement the strategic initiatives identified in the Information Technology Master Plan, the City demonstrates its commitment to improving the way technology and information resources can be used to provide services to residents.

As stated in 2001-2002, the Finance and Technology CSA has a one-year action plan item to evaluate and implement a technology infrastructure asset management system. To date, the IT Department has: 1) issued a Request for Proposal; 2) evaluated all of the proposals; 3) decided to further refine system requirements; and 4) begun to assess systems and databases in the City that are used for similar activities. Based on these activities, the Department expects that in the first quarter of 2002-2003, a decision will be made as to what system will be purchased and implemented for this function.

Performance Measure Development

A customer satisfaction survey was completed in the fourth quarter of 2001-2002. Sixty-seven percent of the respondents stated that they are unfamiliar with the Information Technology Planning Board. Based on this information, the Information Technology Planning Board will need to look at communication mechanisms that can be utilized to get information about the Information Technology Planning Board to staff throughout the City organization.

Core Service: Technology Strategic Planning

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Technology Strategic Planning Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
% of strategies developed in the master plan that are adopted and adhered to by the individual departments	(1 of 3)	(3 of 3)	(2 of 3)	(4 of 4)
% of responses from IT Planning Board members & departments that are good or excellent in the following areas:				
- Timeliness of decisions made	-	75%	75%	85%
- Perception of benefit/value added by Strategic Planning	-	75%	75%	85%
- Impact upon planning & preparation of IT related budget requests	-	75%	75%	85%
% of information technology related budget proposals that incorporate vision and strategies outlined in the master plan	85%	90%	95%	95%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Total IT budget	$ 15,354,574	17,711,239	17,711,239	19,615,554
Budget for IT Planning Board	235,850	20,000	30,000	30,000
Number of meetings on an annual basis	14	12	20	20

Technology Strategic Planning Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 273,288	$ 273,288	N/A
Non-Personal/Equipment	N/A	N/A	225,000	225,000	N/A
Total	$ -	-	$ **498,288**	$ **498,288**	**N/A**
Authorized Positions	**N/A**	**N/A**	**1.40**	**1.40**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Information Technology Department

Core Service: Technology Strategic Planning

City Service Area: Strategic Support – Finance and Technology

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
NONE			

Information Technology Department

Core Service: Technology Solutions Consulting

City Service Area: Strategic Support – Finance and Technology

Core Service Purpose

Create and implement new technology solutions that maximize the delivery of City services.

Key Operational Services:

☐ **Design and Development of Technology Solutions**

Performance and Resource Overview

The purpose of the Technology Solutions Consulting core service is to provide timely technical assistance to customers who are either defining their technology requirements or actively designing or implementing applications. This core service contributes to the Finance and Technology CSA's outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

In 2001-2002, three large information technology projects were tracked in this core service: 1) the Police Department's Automated Information System Project (AIS); 2) the San Jose Permits On-line System (SJPOL); and 3) the Human Resources/Payroll System Upgrade. Two of the three projects were implemented, as scheduled, in 2001-2002.

The AIS project was implemented in November 2001. The field reporting module is expected to be implemented in 2002-2003. The Human Resources/Payroll System Upgrade was implemented in May 2002. The following segments of the larger San Jose Permits On-line System project were also implemented: 1) the Building Division of the Planning, Building and Code Enforcement Department (PBCE) and the Bureau of Fire Prevention in the Fire Department implemented a permit system component (July 2001); 2) the Planning Division of PBCE implemented a permit system (February 2002); and 3) the Public Works Department's Development Services Division implemented the permit system (March 2002). Another component – the inspection request/data entry and expanded Internet functionality – is expected to be implemented in 2002-2003.

For 2002-2003, a new project being tracked in this core service is the Computer-Aided Dispatch/Automatic Vehicle Location Project. The Police and Fire Departments have been utilizing Computer-Aided Dispatch systems since San Jose assumed responsibilities for its communications services in 1990. The current Computer-Aided Dispatch system is comprised of software that was designed in the late 1980s and hardware that was last upgraded in 1995. Today's modern Computer-Aided Dispatch system provides ease of use and flexibility that an older system cannot offer. In addition, the hardware, though only six years old, is no longer supported by the company that manufactured it. For these reasons, both the Fire and Police Departments are in the process of replacing the Computer-Aided Dispatch system with a new state-of-the-art system.

Along with the Computer-Aided Dispatch replacement, both public safety departments are enhancing the existing radio data network to provide the Computer-Aided Dispatch system with the location of each police vehicle and fire apparatus. The Automatic Vehicle Location system will allow dispatchers to ascertain the closest unit to a call for service based on their actual location as opposed to recommendations based on a static table. This feature should reduce overall response times to emergency calls for service and increase officer/firefighter safety on the streets. A key component of the foundational data for this new system will be the creation and integration of a Geographic Information System database for the City, as discussed in further detail under the core service of City-wide Database Management.

Another new project for 2002-2003 is the Utility Billing System. This project will replace the City's existing billing system for garbage services. A Steering Committee was established, and a project manager was hired in the third quarter of 2001-2002.

Project management is key to this department's ability to track and report the status of information technology projects. All IT Department managers were, therefore, given basic project management training. In addition, the Department is participating in an Employee Services CSA-led process to bring a project management training program to the City. These efforts provided the framework for the next step, which is the application of project management techniques to new, smaller scale, client-based technology projects using project management software.

Performance Measure Development

In order to manage technology projects efficiently and effectively, the Department will begin to track direct resources used at the project-level with a project management software package in 2002-2003. The Department will also conduct customer satisfaction surveys to measure its success in delivering solutions consulting that meets customer needs, the project's implementation schedule and budget, as well as customer perceptions about the adequacy of the support they received from the IT Department. Development of an on-line survey tool is currently underway and a comprehensive customer satisfaction survey was conducted in the fourth quarter of 2001-2002.

Information Technology Department

Core Service: Technology Solutions Consulting

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Technology Solutions Consulting Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
% of all projects* successfully completed as planned based on the following conditions:		(3 of 3)	(3 of 4)	(2 of 2)
- Customer needs and requirements	-	100%	100%	100%
- Project plan	-	100%	100%	100%
- Implementation Schedule	-	100%	100%	100%
- Budget	-	100%	100%	100%
Total cost of direct resources utilized on each new technology project/total IT budget **	-	-	-	-
% of time customer service expectations are met or exceeded based on the following:				
- Application meeting customer need based on a 90 days go-live time frame	-	80%	TBD**	80%
- Support provided throughout the development process	-	80%	TBD**	80%

* The Department is only reporting on major projects (Automated Information Systems, San Jose Permits On-Line System, and Human Resources/Payroll). The Department will begin tracking client-based technology projects in 2002-2003.

** See Performance Measure Development section.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of major projects underway	3	3	4	2
Total IT budget	$15,354,574	17,711,239	17,711,239	19,615,554
Number of customer service requests*	-	-	-	-
Number of planned projects	3	3	4	2

Core Service: Technology Solutions Consulting

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Technology Solutions Consulting Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 615,854	$ 615,122	N/A
Non-Personal/Equipment	N/A	N/A	0	0	N/A
Total	**$ -**	**-**	**$ 615,854**	**$ 615,122**	**N/A**
Authorized Positions	**N/A**	**N/A**	**5.44**	**5.45**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS			
1. Consolidation of Telecommunications Staff	**(0.10)**	**(9,502)**	**(9,502)**

This reduction eliminates 0.10 of a Telecommunications Specialist position allocated to this core service. This managerial position, currently vacant, was intended to have responsibility for managing large projects such as upgrades to an entire City department's phone system or the Joint Library project. Existing staff and City consultants can be utilized to continue to perform the necessary work on city-wide phone projects and the Joint Library project. The reduction of the remainder of the position (0.90) is discussed in the Network and Communication Core Service. (Ongoing savings: $9,502)

Performance Results:
Quality No reduction in current levels of support. The previously planned enhancement of telecommunications consulting expertise that was to be achieved by adding a management-level position will not go forward.

Core Service: Technology Solutions Consulting

City Service Area: Strategic Support – Finance and Technology

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS (CONT'D.)			
2. Reallocation to Enhance Technology Solutions Consulting	0.11	8,770	0

This action reallocates funding for technology solutions consulting by moving 0.11 of an Information Systems Analyst into the Information Technology Department from the Environmental Services Department. The reallocation ensures that staff who provide solutions consulting are centralized in one department to promote coordinated and efficient service. (Ongoing cost: $8,770)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	**0.01**	**(732)**	**(9,502)**

Information Technology Department

Core Service: City-Wide Data Management

City Service Area: Strategic Support – Finance and Technology

Core Service Purpose

Manage the City's data so that critical business processes remain operational.

Key Operational Services:

☐ **Data Administration**

☐ **Data Warehousing**

Performance and Resource Overview

The purpose of the City-Wide Data Management core service is to administer critical data systems to ensure the quality and availability of data. This core service contributes to the Finance and Technology CSA's outcome: *The City's Financial and Technology Resources are Protected and Available to Address Short and Long-Term Needs.*

This core service provides data administration for approximately 30 enterprise databases. Data administration includes monitoring, maintenance, and implementation of patches and upgrades, and results in more stable, well performing databases for various users throughout the City.

The databases upon which this core service bases its performance measures are the enterprise level databases of the Financial Management System and the Human Resources/Payroll System. The estimated percentage of time data was available during 2001-2002 is 97.39% compared to the target of 100%. Data shows that, in each quarter, there was unanticipated downtime caused by back-ups and/or monthly close processes that took longer than anticipated. In addition, a significant virus attack in the first quarter of 2001-2002 caused both systems and data to be unavailable for a period of approximately 35 hours.

In 2001-2002, the Department began working on data warehousing. This project sets the stage for integrating data from a variety of sources, enabling access for users, while at the same time minimizing impacts to the production systems. A multi-departmental team comprised of Finance Department, City Manager's Office, and Parks, Recreation and Neighborhood Services Department members developed a data warehouse pilot project. The pilot involves data from the City's Financial Management System, Automated Budget System, and the Human Resources/Payroll System. All of the data was loaded and it is now ready for use by the participants in the pilot project. This pilot project supports the Finance and Technology CSA outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

The integration of the City's Geographic Information Systems (GIS) represents another important data management effort. The City of San Jose was one of the original large cities to develop and use

Core Service: City-Wide Data Management

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

GIS technologies. As the use of GIS has evolved and grown across the City organization, many GIS systems and databases with similar and related but inconsistent information have been developed by City departments. The Information Technology Planning Board has identified that GIS requires a third party review of industry best practices and benchmarks to conduct an assessment and define the next phase of an integrated GIS for the City of San Jose. The review will be completed in the first quarter of 2002-2003 to identify next steps for the remainder of the fiscal year. An integrated GIS will optimize and enhance the service delivery of all CSAs, in particular, the Public Safety CSA Computer-Aided Dispatch/Automatic Vehicle Location Project, as discussed under the core service of Technology Solutions Consulting.

In 2001-2002, the Department began looking at an automated work order system. It was decided that the system needed to be integrated with the infrastructure asset management system, discussed in detail in the Technology Strategic Planning core service. Therefore, the Request for Proposal issued on the asset management system included an integrated work order function. All proposals were evaluated and staff is also beginning to assess existing systems and databases currently in the City that are being used for similar purposes. The Department expects that in the first quarter of 2002-2003, a system will be selected for purchase that addresses both asset management and work order requests. On an interim basis, three groups have begun to track work order requests through small stand-alone databases until the permanent solution is implemented. This work order system will be shared by the City-wide Data Management, Network and Communication Services, and Technology Customer Support core services.

Performance Measure Development

During 2002-2003, Service Level Agreements will be developed with departments that "own" and use data residing in various databases. Once the Service Level Agreements are in place, the availability of the data and customer satisfaction with the availability and quality of the databases can be more appropriately measured. Development of an on-line survey tool is currently underway. A customer satisfaction survey was completed in the fourth quarter of 2001-2002. Forty-six percent of the respondents rated the availability of data as good or excellent.

Core Service: City-Wide Data Management

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

City-Wide Data Management Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
🎯 % of time data is available to approved data users during normal business hours	-	100%	97.39%	100%
$ Total cost of resources dedicated to city-wide data management / total IT budget	3%	4%	4%	4%
🕐 % of customer requests responded to and resolved within a response time of 4 hours	-	90%	TBD*	90%
🕐 % of customers rating availability and quality of data as good or excellent	-	95%	46%	95%

* Department will determine if a 4 hour response time is appropriate.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Total IT budget	15,354,574	17,711,239	17,711,239	19,615,554
Total budget for data management	613,725	685,000	732,370	740,000*

* This amount differs from the core service budget of $1,045,841 by $305,841 since funding for Geographic Information Systems staff and Non-Personal costs will be shifted to other core services.

Core Service: City-Wide Data Management

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

City-Wide Data Management Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 451,361	$ 451,361	N/A
Non-Personal/Equipment	N/A	N/A	594,480	594,480	N/A
Total	**$ -**	**-**	**$ 1,045,841**	**$ 1,045,841**	**N/A**
Authorized Positions	**N/A**	**N/A**	**4.00**	**4.00**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
NONE			

Core Service: Network & Communication Services

City Service Area: Strategic Support – Finance and Technology

Core Service Purpose

Enable the availability and relevancy of data, voice, and radio communications.

Key Operational Services:

- ☐ **Communications Equipment Management**
- ☐ **Application Assessment and Support**

Performance and Resource Overview

The purpose of the Network and Communication Services core service is to provide and manage communication services (i.e., data, voice, and radio) that enable internal and external customers to connect to City services and systems. This core service contributes to the Finance and Technology CSA's outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

In 2001-2002, the Department anticipates achieving a performance level of 97.39%, 99.99%, and 99.77% for central network, telephone, and mobile radio availability, respectively, under the currently supported business hours (Monday through Friday, 24 hours a day; and Saturday and Sunday, 6:00 a.m. to 6:00 p.m.). The supported business hours were increased in 2001-2002 to address the needs of customers and to facilitate the Finance and Technology CSA outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

For 2001-2002, the Department targeted a performance level that required 80% of mobile radio repair requests to be completed within three days of receipt of the repair order. The estimated performance level for 2001-2002 is 74.93%. In addition, the Department estimates a 2001-2002 performance level of 94.73% for communication work orders being resolved within three days of receipt of the work order – well above the target of 90%. Finally, in the area of preventative maintenance, the Department estimates that 95% of annually scheduled maintenance work was completed in 2001-2002 for public safety systems, non-public safety systems and public safety mobile equipment, which were targeted at 100%, 80%, and 100%, respectively.

In the area of network services, a project to upgrade the network connections of the Fire Department's 28 fire stations was completed in 2001-2002. The upgrade from frame relay to T1 technology increased the ability of the fire stations to communicate over the City's wide area network by approximately 27 times their original data transfer rate. This increase has given the Fire Department the ability to interact and share data within the Department and the rest of the City organization that was not possible with the old technology.

Core Service: Network & Communication Services

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Two new pilot wireless network projects also were installed, one at the Kirk Senior Center and one at the Camden Teen Center. These networks provide Internet access to residents. A demonstration and public presentation of this service took place in November 2001, at both facilities.

Several telecommunications services projects took place during the year. A wireless telephone system was installed in the Martin Luther King Library and the 17 branch libraries. The Department provided telecommunications services support for office moves and system upgrades for Workforce Investment Act staff, Employee Services medical staff, various fire stations, the Retirement Department, and divisions within the Departments of Transportation, Environmental Services, Conventions, Arts & Entertainment, and Police as well as the City Attorney's Office and the Redevelopment Agency. In addition, the City's voicemail system was converted to a new platform in April 2002. The conversion made possible the addition of new features, including voice mail messaging, message broadcasting, custom mailboxes, and increased monitoring and maintenance capabilities. By converting to newer voice mail technology, moreover, the overall costs of this system have decreased. All of these projects support the Finance and Technology CSA outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

Approximately 65% of the Department's approved budget reductions reside in this core service. These approved reductions focus on the elimination of vacant positions and non-personal costs that will have a minimal impact to the delivery of services to the Department's customers.

More specifically, in the March Budget Message, the Mayor recommended that the Finance and Technology CSA consider transferring budgets from support departments to direct service departments to encourage effective demand management and provide incentives for cost savings. In 2002-2003, the IT Department will, therefore, transfer telephone budgets from its non-personal/equipment appropriation to the relevant client departments to promote accountability and achieve savings of at least five percent annually. In addition, the Department followed the Mayor's recommendation to proceed with great caution in developing proposals that reduce maintenance support for IT systems and services. A set of reductions was found that have a very low impact on the Department's customers and city-wide systems while generating real savings for the General Fund.

Performance Measure Development

Development of an on-line survey tool is currently underway. A customer satisfaction survey was completed in the fourth quarter of 2001-2002. Seventy-one percent of the respondents rated the availability of network services as good to excellent.

The IT Department is also developing an accurate inventory of telephone and network equipment by using the asset management system. When the inventory is completed, the Department will establish a preventative maintenance program and begin tracking data in the third quarter of 2002-2003.

Core Service: Network & Communication Services

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Network & Communication Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
◎ % of network services available during normal business hours				
- Central network	99.19%	100%	97.39%	97%
- Telephones	99.95%	100%	99.99%	100%
- Mobile radios (24 hrs/day, 7 days/wk)	99.68%	100%	99.77%	100%
🕐 % of mobile radio repair requests completed within 3 days of receipt of repair order	79.10%	80%	74.93%	80%
🕐 % of communication work orders resolved within 3 days of receipt of repair order		90%	94.73%	90%
🕐 % of schedule preventative maintenance inspections completed annually:				
- Public safety systems	41%	100%	95%	100%
- Non-public safety systems	-	80%	95%	80%
- Public safety - mobile	-	100%	95%	100%
- Telephones	-	80%	TBD*	80%
- Network equipment	-	80%	TBD*	80%
🎗 % of total customer response with good or excellent rating on availability of network services		90%	71%	90%

* See Performance Measure Development section.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Preventative maintenance budget	-	-	TBD*	TBD*
Number of network outages	3	-	2	3
Number of desktop computers	5,572	5,850	5,829	5,900
Number of telephones	-	-	-	5,000
Number of mobile radios	8,436	8,858	9,008	9,108
Number of mobile radio repair requests	4,612	4,843	3,477	3,600
Number of communication repair orders	-	-	1,246	2,000
Number of network outages during normal business hours	3	-	2	3
Average time of network outages during normal business hours	1.5 hours	1 hour	1 hour	1 hour

* See Performance Measure Development section.

Core Service: Network & Communication Services

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Network & Communication Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 4,083,941	$ 3,937,517	N/A
Non-Personal/Equipment	N/A	N/A	4,968,997	4,645,110	N/A
Total	**$ -**	**-**	**$ 9,052,938**	**$ 8,582,627**	**N/A**
Authorized Positions	**N/A**	**N/A**	**47.03**	**45.13**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS			
1. Enhanced Accountability in Departmental Telephone Budgets		**(121,387)**	**(121,387)**

This action reduces the desktop and cellular telephone budgets for departments by five percent from 2002-2003 base budget amounts. The impacted phone budgets are currently part of the IT Department's non-personal/equipment budget. This action also shifts responsibility for monitoring telephone expenditures to each City department. The transfer of responsibility should further promote accountability for controlling expenditures. (Ongoing savings: $121,387)

Performance Results:
Cost By increasing accountability, departments will have more incentive to monitor phone budgets and ongoing savings of at least five percent a year are expected. ***Customer Satisfaction*** Departments will have the ability to decide how to deploy and manage cellular and desktop telephone usage in providing services to their customers.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)

SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS (CONT'D.)

2. Hardware Maintenance and Support Contracts		**(155,500)**	**(155,500)**

This action reduces contractual services for network and telecommunications hardware where the impact on information technology services and customers is expected to be minimal to moderate. Primary systems impacted include a PeopleSoft server and the VAX. Approximately 36% of the reduction has been achieved through the conversion of the City's voicemail system to a new platform, which took place in April 2002. (Ongoing savings: $155,500)

Performance Results:
Quality These contracts were selected for having the least impact of alternatives considered. Little effect on quality is expected. PeopleSoft is migrating off of the impacted server by June 30, 2002. The voicemail reconfiguration achieved $56,000 in savings while enhancing features and functionality. The number of concurrent users on the VAX will be limited, however, as will the number of spare parts available for telephone repairs.

3. Streamline Telecommunications and Network and Operations Functions	**(1.90)**	**(193,424)**	**(193,424)**

This reduction eliminates one vacant Computer Operator II position and 0.90 of a vacant Telecommunications Specialist position allocated to this core service ($146,424). If filled, the Computer Operator II position would support the Network Operations group during the graveyard shift, and the Telecommunications Specialist position would manage city-wide telephone systems projects. Existing staff will continue to absorb the vacant position's duties, as will City consultants in the case of the Joint Library project. The action also includes ongoing reductions in contractual services that had previously been allocated for communications equipment repairs that will now be performed in-house ($47,000). (Ongoing savings: $193,424)

Performance Results:
Quality Reduction to the performance target for the availability of the central network during normal business hours from 100% to 97% for 2002-2003. The initial targets had been built on the assumption that all positions would be filled. While elimination of a vacant position will not impact current service levels, the 2002-2003 target will need to be adjusted slightly downward to reflect current service levels. ***Cost*** Repair costs are projected to decrease, although there is a potential increase in the cost of replacing equipment from Capital Funds should City staff be unable to repair equipment ***Customer Satisfaction*** No change in current levels of service for telecommunications projects, although planned augmentations in the oversight of strategic telecommunications projects will not be possible.

2002-2003 Adopted Core Service Changes Total	**(1.90)**	**(470,311)**	**(470,311)**

Core Service: Technology Customer Support

City Service Area: Strategic Support – Finance and Technology

Core Service Purpose

Provide direct customer support and training for technology equipment and applications.

Key Operational Services:

☐ **Desktop Support**

☐ **Data Production**

Performance and Resource Overview

The Technology Customer Support core service assists customers in determining the equipment and software necessary for their requirements, and coordinates the installation of, training for, and support of the equipment and software. This core service contributes to the Finance and Technology CSA's outcome: *Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers.*

For 2001-2002, the IT Department estimated a performance level of 99.61% for the e-mail system availability during the current supported business hours. The slight decrease from 100% in 2000-2001 is due to the major "NIMDA" virus attack that took place in the first quarter of 2001-2002. System availability for the Financial Management System and the Human Resources/Payroll System is estimated to be 99% and 98% compared to the targets of 98% for both systems. This is a significant achievement given the virus attack and the fact that both of these systems were upgraded to newer versions during the year. As a result of the virus attack, virus detection on all desktop computers was upgraded along with an audit and subsequent modifications to remote access to the City's network.

The IT Department in partnership with the City Manager's Office implemented audio web streaming capabilities for Room 204 of City Hall. This technology allows anyone with access to a personal computer with audio capabilities and an Internet connection to be able to listen to the Finance and Infrastructure Committee live over the Internet.

In November 2001, the IT Department took over supervisory responsibility for the Conventions, Arts & Entertainment Department technology support staff. The Convention Center's e-mail system was merged into the portion of the City's e-mail system that the IT Department manages and administers. In addition, all technology-related user support issues as well as all technology purchases are now the responsibility of the IT Department.

Performance and Resource Overview (Cont'd.)

Approximately 22% of the Department's approved budget reductions reside in this core service. The approved reduction focuses on the elimination of vacant positions that, were they filled, would have supported the older VAX technology and the migration of data from the VAX to newer hardware.

Performance Measure Development

Development of an on-line survey tool is currently underway. A customer satisfaction survey was completed in the fourth quarter of 2001-2002. Seventy-six percent of the respondents rated the quality and timeliness of customer support as good to excellent.

As noted in the City-wide Data Management core service section, the Department is looking at an automated work order system. This system would allow the Department to track information on items such as the number of calls by the same user for the same problem. The Department expects that, in the first quarter of 2002-2003, a system will be selected for purchase.

Information Technology Department

Core Service: Technology Customer Support

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Technology Customer Support Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
% of time system is available during normal business hours				
- E-mail	100%	100%	99.61%	100%
- Financial Management System	98.49%	98%	99.22%	99%
- PeopleSoft	98.39%	98%	97.83%	99%
% of service requests resolved within established guidelines:				
- 1 hour for urgent requests	-	90%	100%	90%
- 4 hours for all other requests	87%	90%	79.14%	90%
% of customers rating customer support as good or excellent based on timeliness and quality of service	-	90%	75.87%	90%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of service requests			1,993	3,000
Number of calls by same user for same problem			TBD*	TBD*

* See Performance Measure Development section.

Core Service: Technology Customer Support

City Service Area: Strategic Support – Finance and Technology

Performance and Resource Overview (Cont'd.)

Technology Customer Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 6,941,708	$ 7,007,092	N/A
Non-Personal/Equipment	N/A	N/A	846,577	1,184,277	N/A
Total	**$ -**	**-**	**$ 7,788,285**	**$ 8,191,369**	**N/A**
Authorized Positions	**N/A**	**N/A**	**70.18**	**71.07**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS			
1. Consolidation of Technology Customer Support	**(2.00)**	**(159,211)**	**(159,211)**

This action eliminates two vacant Systems Application Programmer II positions. The first position supports the business applications on the VAX and has been vacant for more than a year. The second is a position that supports users of the Time Card Front-End program. Its customer support function will continue to be performed by existing IT Department customer support staff. The consolidation authorized with this action will have minimal impact to current customer support and quality of service since both positions are vacant. (Ongoing savings: $159,211)

Performance Results:
Quality No impact to current levels of service. Existing staff will continue to perform work at levels indicated by actual performance measure results. Planned enhancements will not move forward at this time. Specifically, migration of systems off the VAX onto newer technology will be delayed.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS (CONT'D.)			
2. On-Line Permit Support Services/ Server Redundancy and Maintenance Reallocation		227,700	227,700

This action funds ongoing help desk services, contract management, on-site support, software maintenance, and one-time costs for a redundant network cluster that will provide back-up for on-line permitting and the San Jose Permits On-line System. A redundant network cluster is necessary in order to provide customer access to the system during both business and non-business hours over the Internet and to support agreements for integrating software updates and consultant testing. (Ongoing cost: $130,000)

Performance Results: N/A (Final Budget Modification)

3. Reallocations to Enhance Technology Customer Support	2.89	224,595	153,642

This action reallocates funding for technology customer support to the IT Department to fund 2.89 positions. The reallocations include 0.89 Information Systems Analyst from the Environmental Services Department ($70,953), one Systems Application Programmer II from the Employee Services Department ($70,834), and one Systems Application Programmer II from the Planning, Building, Code Enforcement Department ($82,808). (Ongoing cost: $224,595)

Performance Results: N/A (Final Budget Modification)

4. Rebudget: San Jose Permits On-Line System Maintenance		110,000	110,000

One-time savings from 2001-2002 are available for rebudget to augment 2002-2003 maintenance levels for the San Jose Permits On-Line System. (Ongoing cost: 0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	**0.89**	**403,084**	**332,131**

Strategic Support

Strategic Support represents services provided within the department that support and guide the provision of the core services. While there are resources and performance measures associated with strategic support at an operational level, those are not presented separately in this document. Instead, the resources are allocated to each core service according to the level of support provided. Similarly, performance measures are shown only at the core service level, as strategic support services are designed to help improve core service delivery. Strategic Support within the IT Department includes the following:

- ☐ **Financial Management**
- ☐ **Employee Services**
- ☐ **Clerical Support**
- ☐ **Training Management**
- ☐ **Special Projects**

Performance and Resource Overview

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	N/A	N/A	$ 406,088	$ 406,088	N/A
Non-Personal/Equipment	N/A	N/A	366,219	276,219	N/A
Total	**$ -**	**-**	**772,307**	**682,307**	**N/A**
Authorized Positions	**N/A**	**N/A**	**4.20**	**4.20**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere budget.

Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds ($)	General Fund ($)
SYSTEMS AND PROCESSES FACILITATE THE DELIVERY OF CITY SERVICES TO INTERNAL AND EXTERNAL CUSTOMERS			
1. Management of Supplies, Materials and Training Budgets		(90,000)	(90,000)

This action authorizes the reduction of supplies and materials as well as the training budget for the Department. The impact of these cuts will be kept to a minimum for the Department and its customers by careful management. Training efforts will be focused on skills needed to support systems that are mission-critical to the City. Prudent procurement practices for supplies and materials that were instituted in the second quarter of 2001-2002 will be continued. (Ongoing savings: $90,000)

Performance Results:
No service level reduction is anticipated with this action.

2002-2003 Adopted Strategic Support Changes Total	0.00	(90,000)	(90,000)

Library

Jane Light, Director

MISSION

The San Jose Public Library enriches lives by fostering lifelong learning and by ensuring that every member of the community has access to a vast array of ideas and information

Core Services

Provide Access to Information, Library Materials and Digital Resources
Link customers to the information they need through access to books, videos, digital and other information resources

Promote Lifelong Learning and Provide Education Support
Provide programs that promote reading, literacy and learning for all ages and support school readiness and success

Strategic Support: Administration, Business Office, Community Awareness and Outreach, Community Facilities, and Technology Services

Budget Summary

	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	359.63	360.13	0.1%
Department Budget (All Funds)	$ 24,456,972	$ 26,443,199	8.1%

Budget Highlights 2002-2003

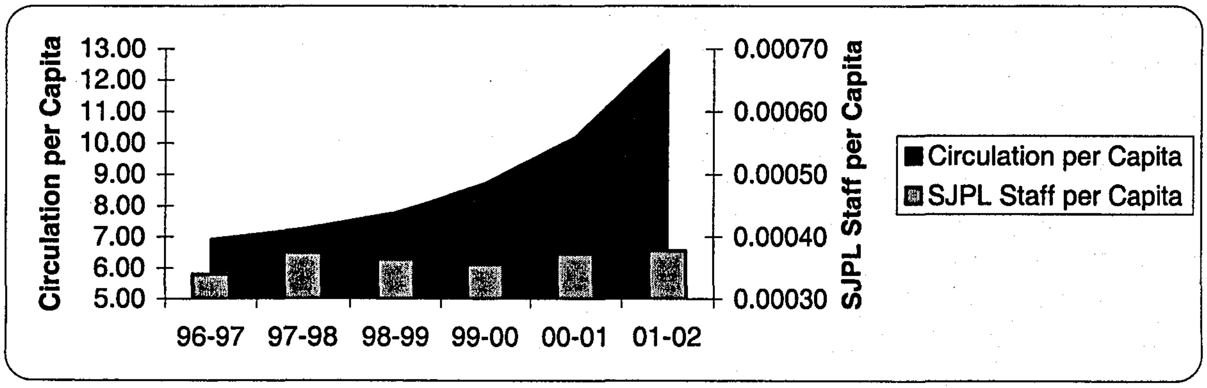
☐ With the newly-expanded West Valley Branch Library opening in December 2002, $283,505 was approved for additional staff. This new branch is expanding from 6,723 square feet to 20,123 square feet. The additional space will allow for a community meeting room, 30 additional computers, and additional after-school services for youth, including expansion of Homework Centers.

☐ Savings to the General Fund totaling $313,000 is achieved by eliminating three positions and reducing training dollars.

☐ Additional funding of $293,000 was approved to support planning efforts for the new Dr. Martin Luther King, Jr. Library, a joint collaboration with San Jose State University (the first of its kind in the nation). The strategic operational plan enables this complex project to remain on schedule for opening in August 2003.

Budget Byte

Circulation and Staff Per Capita



Department Overview

The 2002-2003 Adopted Operating Budget provides funding for the Library Department to continue service improvements for innovative service model implementation in branch facilities, as well as to support operational planning for the soon-to-open new Dr. Martin Luther King, Jr. Library, a joint partnership with San Jose State University. In 2002-2003, nearly all of the operational planning will be completed for the new King Library, scheduled for opening in August 2003. In addition, four branch facility bond projects will be under construction, three projects will be in design, and land for all branches still in need of sites will be acquired in 2002-2003.

This Adopted Budget also supports program and service enhancements that transform the traditional library branch into a vibrant, community-based learning center. An improved service delivery model was implemented in three pilot sites during 2001-2002, and all remaining branches will offer innovative branch services such as self-checkout machines and increased programming and training for the community. These efforts to enhance current services will continue the transformation of library services in San Jose.

Over the past several years, many service improvements have been made possible by the use of Benefit Assessment District funds. In 1994, the San Jose electorate endorsed the creation of this District fund in response to budget reductions that impacted service delivery. With these funds, customers have benefited from improved materials collections, improved technology that included a new library computer system and high-speed data transmission lines, and attention to long-deferred facility maintenance. In 2002-2003, the Library Department will continue to use Benefit Assessment funds for materials and technology improvements.

The City Council's commitment to maintaining the 1994-1995 level of General Fund funding for the Library, relative to all other City services and programs, will be upheld through 2002-2003. The Library's percentage of the General Fund has consistently remained above the 1994-1995 level.

Another source of revenue to the Library is Public Library Fund (PLF) monies received from the State of California. In the past couple of years, this funding has increased by approximately $1 million to an annual allocation of $1.5 million. Due to the current economic downturn, revenues from PLF are projected to reduce somewhat to between $1.1 million and $1.3 million. These funds have supported both ongoing and one-time special projects, including the Library Card Campaign, the Families for Literacy Program, eBranch, the Innovative Branch Service Model plan, the Joint Library project, and the provision of custodial services.

In accordance with the Mayor's Budget Message, opportunities to expand and adjust branch library hours to times that are more convenient to San Jose residents are currently being explored. In 2002-2003, after surveying the community, a limited number of branches will be piloting adjusted hours by opening and closing later than other branches several days per week. Depending on the response from patrons, this service may expand to adjusting hours at even more branches in future years.

Investing in Results

The Library Department is aligned to the Recreation and Cultural Services City Service Area (CSA). Library services and improvements fully support and contribute to the outcomes of the CSA by creating opportunities for everyone in the community to experience lifelong learning, by providing services and facilities that contribute to

Investing in Results (Cont'd.)

neighborhood livability through vibrant learning and leisure opportunities, and by contributing to safe and healthy families. Following is a description of the two core services provided by the Library Department.

Provide Access to Information, Library Materials and Digital Resources

Balancing the demand for the high level of service that customers expect with the dramatic increase in circulation remains the primary challenge of the Library Department. The Innovative Branch Service Model is a breakthrough effort to vastly improve service by increasing the number of programs for customers, increasing self-service through the use of technology, and creating an exciting and comfortable environment for library users.

The Library offers this new model to deliver quality service without significantly increasing staff. However, circulation has dramatically increased at the same time, challenging staff to work smarter while changing its complement of sources. In 2002-2003, this model will extend to all 18 branches, with varying levels of streamlined services ranging from self-checkout machines to daily story times and increased Internet training classes.

With the Library's eBranch, customers can access basic library services 24 hours a day, 7 days a week via the Internet. Improved library collections also offer an array of new and updated popular books and multimedia. Customer training in using library technology has become a highly valued library service and is heavily used by seniors and new immigrants in the community.

In order to continue to gauge how well its services meet the needs of the community, the Library surveys its customers on a regular basis. A quality and customer satisfaction survey was conducted in conjunction with San Jose State University in late 2000-2001. The survey results show that 91% of respondents are satisfied with the helpfulness of staff assistance at the library. Results from future surveys will be used to manage and monitor improved customer service satisfaction activities.

Budget reductions in this core service for 2002-2003 include the elimination of two positions, a Senior Librarian and a Library Assistant. The elimination of these positions may result in Library customers having less access to supervisory staff to answer more difficult questions.

Promote Lifelong Learning and Provide Educational Support

Quality library services for children and youth are highly valued by the community. Developing literacy at an early age is essential to success in school, and children from families with poor literacy skills are more likely to have difficulty with reading and writing. The Library offers programs to strengthen family literacy.

Families and children will receive a comprehensive program of family literacy and early childhood literacy services provided by the Library and its partners. Books for Little Hands, the Library Card Campaign (Grade One At the Library - GOAL), the Families for Literacy Program, and regularly-scheduled preschool and family story times will continue to be supported and enhanced in 2002-2003.

Budget reductions in this core service for 2002-2003 include the elimination of one position, a Senior Librarian. The elimination of this position may result in Library customers having less access to supervisory staff to answer more difficult questions.

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Provide Access to Info., Library Materials and Digital Resources	N/A	N/A	$ 20,834,667	$ 21,327,001	N/A
Promote Lifelong Learning and Provide Educational Support	N/A	N/A	1,161,835	1,066,590	N/A
Strategic Support	N/A	N/A	4,077,608	4,049,608	N/A
Total	**$ -**	**$ -**	**$ 26,074,110**	**$ 26,443,199**	**N/A**
Dollars by Program					
Management & Admin.	$ 2,587,972	$ 3,277,538	N/A	N/A	N/A
System Resources	4,566,835	5,114,064	N/A	N/A	N/A
Technology Services	657,726	823,327	N/A	N/A	N/A
Development & Branch	6,862,063	6,948,441	N/A	N/A	N/A
Outreach & Branch	5,047,237	5,329,533	N/A	N/A	N/A
Library Benefit Assess.	2,725,678	2,964,069	N/A	N/A	N/A
Total	**$ 22,447,511**	**$ 24,456,972**	**$ -**	**$ -**	**N/A**
Dollars by Category					
Personal Services					
Salaries/Benefits	$ 19,875,379	$ 21,367,720	$ 23,685,464	$ 23,623,723	10.6%
Overtime	207,252	128,910	136,645	136,645	6.0%
Subtotal	$ 20,082,631	$ 21,496,630	$ 23,822,109	$ 23,760,368	10.5%
Non-Personal/Equipment	2,364,880	2,960,342	2,252,001	2,682,831	(9.4%)
Total	**$ 22,447,511**	**$ 24,456,972**	**$ 26,074,110**	**$ 26,443,199**	**8.1%**
Dollars by Fund					
General Fund	$ 19,641,420	$ 20,957,188	$ 22,096,673	$ 22,440,762	7.1%
Benefit Assess Fund	2,725,677	2,964,069	3,250,429	3,275,429	10.5%
Tobacco Settlement	N/A	N/A	65,704	65,704	N/A
Capital Fund	80,414	535,715	661,304	661,304	23.4%
Total	**$ 22,447,511**	**$ 24,456,972**	**$ 26,074,110**	**$ 26,443,199**	**8.1%**
Authorized Positions	**349.63**	**359.63**	**358.53**	**360.13**	**0.1%**

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Prior Year Program Budget (2001-2002):	**359.63**	**24,456,972**	**20,957,188**
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Library Grants		(161,970)	(161,970)
• Rebudget: Staff Training		(49,000)	(46,000)
• Rebudget: Joint Library Consultant Services		(47,000)	(47,000)
• Rebudget: Library Card Marketing Plan		(25,000)	(25,000)
• Rebudget: Miscellaneous Projects		(17,800)	
• Implementation of Innovative Branch Service Model		(470,775)	(470,775)
• Joint Library Operational Planning		(175,480)	(175,480)
• Families for Literacy Program Specialists	(2.50)	(165,575)	(165,575)
• Joint Library Planning		(48,750)	(48,750)
• Families for Literacy Program		(10,000)	(10,000)
One-time Prior Year Expenditures Subtotal:	**(2.50)**	**(1,171,350)**	**(1,150,550)**
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations: - Computer Operator II to Network Technician II - Computer Operator II PT to Network Technician II PT - Literacy Program Coordinator to Senior Librarian - Marketing and Promotions Officer to Marketing and Public Outreach Manager - Marketing Representative to Marketing and Public Outreach Rep II - Network Technician to Network Engineer - Senior Library Specialist to Senior Librarian - Senior Library Clerk to Senior Warehouse Worker - Staff Technician to Staff Specialist - Library Clerk to Warehouse Worker II - Supply Clerk to Warehouse Worker II		2,425,366	2,033,501
• Technical Adjustment to add Library Clerk P/T to reflect Healthy Neighborhood Venture Fund grant	0.40	14,558	0
• Technical Adjustment to add Library Clerk to reflect Healthy Neighborhood Venture Fund grant	1.00	51,130	0
• Increase in Silicon Valley Library System dues		9,125	9,125
• Increase in paper usage		15,000	15,000
• Increase in the Online Computer Library Center Database Service		50,000	0
• Custodial services Cost of Living Adjustment		63,509	63,509
• Change in electricity costs		(2,000)	(2,000)
• Change in vehicle maintenance and operations costs		(13,200)	(4,100)
• Change in gas costs		175,000	175,000
Technical Adjustments Subtotal:	**1.40**	**2,788,488**	**2,290,035**
2002-2003 Forecast Base Budget:	**358.53**	**26,074,110**	**22,096,673**

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Investment/Budget Proposals Approved			
Provide Access to Information, Library Materials and Digital Resources			
- Pairing of Library Branches and Units	(2.00)	(167,496)	(167,496)
- Joint Library Operational Planning		293,000	293,000
- West Valley Branch Library Expansion	4.60	283,505	283,505
- Rebudget: Grants		83,325	83,325
Access to Information Subtotal:	**2.60**	**492,334**	**492,334**
Promote Lifelong Learning and Provide Educational Support			
- Pairing of Library Branches and Units	(1.00)	(95,245)	(95,245)
Lifelong Learning Subtotal:	**(1.00)**	**(95,245)**	**(95,245)**
Strategic Support			
- Training Reduction		(25,000)	(50,000)
- Changes in Vehicle Maintenance Staffing Levels		(3,000)	(3,000)
Strategic Support Subtotal:	**0.00**	**(28,000)**	**(53,000)**
Total Investment/Budget Proposals Approved	**1.60**	**369,089**	**344,089**
2002-2003 Adopted Budget Total	**360.13**	**26,443,199**	**22,440,762**

Core Service: Provide Access to Information, Library Materials and Digital Resources

City Service Area: Recreation & Cultural Services

Core Service Purpose

Customers are linked to the information they need through access to books, videos, digital and other information resources.

Key Operational Services:

- ☐ **eBranch**
- ☐ **Reference and Reader's Advisory Services**
- ☐ **Borrower's Services**
- ☐ **Customer Training to Use Information Resources**
- ☐ **Bookmobile and Outreach Services**
- ☐ **Interbranch Loan and Delivery**

Performance and Resource Overview

The library customer in San Jose expects remote access to information databases and other library services, and expects readily available large and updated collections of popular library materials and multimedia. Training to use library technology and to search the Internet for information is also expected by library customers in San Jose. These expectations are met with customer-oriented and knowledgeable staff. Use of the Library collection continues to skyrocket dramatically; growth in circulation from 1994-1995 to the close of 2001-2002 was estimated to be 100.7%; growth in circulation in the past two years alone exceeds 50% with virtually the same staff. Media materials continue to be one of the most popular and heavily requested areas of the collection. Over the same time period, the use of eBranch has soared. The eBranch, which began in 1999-2000, offers service twenty-four hours a day via the Internet. Virtual visits to the library will dramatically climb to an estimated 3 million hits to the Library's home page alone in 2002-2003 (an increase of 100 % over estimated 2001-2002 totals). This usage supports the trends noted for the Recreation and Cultural Services City Service Area outcome: *Services Responsive to the 21st Century Customer Needs* with a need for 24/7 information and services to support lifelong learning.

For 2002-2003, funding is approved to complete the implementation of the Innovative Branch Service Model, to support Joint Library operational planning, and to fund ongoing program activities and operating and maintenance costs for the newly reconstructed West Valley branch. In response to budget constraints for the 2002-2003 fiscal year, the pairing of management and support staff at several branches or units and minor reductions to staff training funds were approved to generate savings.

The one-of-a-kind San Jose State University and San Jose Public Joint Library, known as the new Dr. Martin Luther King, Jr. Library, is scheduled to open in August 2003. Nearly all of the operational planning for this unique and complex project is expected to be completed in 2002-2003.

Core Service: Provide Access to Information, Library Materials and Digital Resources

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

This includes the selection of the new library online system, implementation of an external communication plan, and development of basic user services measurements that will establish a baseline against which future improvements will be measured.

The specific objectives to be accomplished in 2002-2003 for the Library Bond Projects are the completion of land acquisition for those projects still in need of sites; the continuation of construction of the Blossom Hill Branch and the beginning of construction for three additional projects; and the completion of design for one project and the beginning of design for two others.

In the Fall 2001 City Residents Survey, residents indicated an overall 60% agreement that the collections and resources are good or excellent (an increase from 51% in 2000) and a 68% agreement with the statement that library services are good or excellent (an increase from 59% in 2000). The new service delivery model is expected to have contributed to these higher customer satisfaction ratings. Focusing on the physical facilities in the same survey, residents indicated a 61% satisfaction with the hours of operation, a 68% satisfaction with the condition of the facilities and an 85% satisfaction with the location of the facilities (all are between 4-10% increases from levels in 2000). Customer satisfaction is expected to grow as the implementation of the Branch Facilities Master Plan progresses. This plan will eventually result in twenty new or newly rebuilt branches, increasing the overall number of branches from 17 to 23.

Quality and customer satisfaction measures were assessed using a customer survey conducted in conjunction with San Jose State University in late spring 2001. This survey will be conducted at least annually to measure the progress of the Joint Library and make adjustments to future service provisions. One quality measure shows 93% of library customers are finding the information and materials they need. This result indicates that library material selection and Web site management are responsive to customers. Another quality measure is customer self-sufficiency. Of those customers surveyed, 73% indicated their approval of the Library's efforts in this area, signifying that the Library is effectively harnessing the power of customer self-service through the use of technology and improved signage and layout. In the same survey, the cycle time result of 78% shows the Library's effectiveness at meeting requests for information and materials within the customer's time requirements. Finally, the 90% customer satisfaction with staff assistance rating indicates that a very high level of those surveyed are satisfied with service delivery, staff assistance, and the overall experience at the Library. All of this performance data will be used and monitored regularly to manage and improve library services.

Budget reductions in this core service include the elimination of two positions, a Senior Librarian and a Library Assistant. The elimination of these positions results in Library customers having less access to supervisory staff to answer more difficult reference questions and offer complaints, compliments or service suggestions.

Core Service: Provide Access to Information, Library Materials and Digital Resources

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

As discussed in the Department overview, as part of the Mayor's Budget Message, opportunities to expand and adjust branch library hours are currently being explored. In 2002-2003 after surveying the community, a limited number of branches will be piloting adjusted hours by opening and closing later than other branches several days per week. Depending on response from patrons, in future years this service may be expanded to adjust hours at even more branches.

	Provide Access to Information, Library Materials, and Digital Resources Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimate	2002-2003 Target
🎯	% of customers finding materials or information	93%	93%	93%	95%
🎯	% of customers able to access basic services through self-service	72%	75%	73%	75%
🎯	% of residents with a library card used within the last year	39%	42%	39%	40%
🕒	% of searches/requests for information/ materials completed within customer time requirements	77%	77%	78%	78%
🎗	% of customers rating staff assistance as good or excellent				
	-for helpfulness	91%	91%	90%	90%
	-for promptness	90%	91%	90%	90%
	-for courtesy	92%	92%	90%	91%
🎗	% of residents that agree or strongly agree				
	-that the variety and level of library collections and resources are good or excellent	51%	53%	60%	60%
	-that library services are good or excellent	59%	62%	68%	68%
🎗	% of residents rating facilities as good or excellent				
	-in terms of hours	51%	52%	61%	61%
	-in terms of condition	60%	60%	68%	60%
	-in terms of location	81%	81%	85%	85%

Core Service: Provide Access to Information, Library Materials and Digital Resources

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimate	2002-2003 Forecast
Number of items purchased	382,022	382,000	345,000	340,000
Number of items checked out	9,368,248	9,700,000	12,000,000	13,800,000
Number of reference questions	410,000	385,000	385,000	383,000
Number of visits to eBranch	705,000	775,000	1,569,000	3,000,000
Number of customers trained to use information resources through library classes	2,875	3,150	3,150	3,425
Number of residents with library card used in the last year	166,850	183,585	190,000	200,000
Cost per capita to provide access to information, library materials & digital resources	$25.83	$26.75	$26.75	$27.50
% of budget (operating and materials) spent on providing access to information, library materials and digital resources	80%	80%	80%	80%

Provide Access to Information, Library Materials and Digital Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 19,635,962	$ 19,669,466	N/A
Non-Personal/Equipment	N/A	N/A	1,198,705	1,657,535	N/A
Total	**$ -**	**-**	**$ 20,834,667**	**$ 21,327,001**	**N/A**
Authorized Positions	**N/A**	**N/A**	**313.65**	**316.25**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Core Service: Provide Access to Information, Library Materials and Digital Resources

City Service Area: Recreation & Cultural Services

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
VIBRANT LEARNING AND LEISURE OPPORTUNITIES			
1. Pairing of Library Branches and Units	**(2.00)**	**(167,496)**	**(167,496)**

Currently, each branch or Main Library unit is managed by a Senior Librarian. This reduction, across two core services (Provide Access to Information, Library Materials, and Digital Resources and Promote Lifelong Learning and Provide Educational Support) pairs the management and staff services of two branches or operating units of the library. There are currently two groups of pairings in progress (Alviso and Berryessa and a triplex between East Carnegie, Joyce Ellington and Educational Park). This reduction approves two additional pairings affecting four branches or units. This action eliminates a vacant 1.0 Senior Librarian position with the remaining Senior Librarian managing two branches, rather than one. Also being eliminated is a vacant Library Assistant position, whose duties will continue to be shared among existing staff. (Ongoing savings: $167,496)

Performance Results:
Customer Satisfaction As the positions to be eliminated are currently vacant, no service level impact is expected. Actual consequences of the implementation of this reduction on a permanent basis, however, will be closely monitored.

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
2. Joint Library Operational Planning		**293,000**	**293,000**

As the first collaboration of its kind in the nation, the new Dr. Martin Luther King, Jr. Library is receiving international acclaim and construction is well underway. A strategic operational plan that identified seven major program areas has been implemented to convert the vision to reality. Intense implementation efforts must continue in order to keep the project on schedule for opening in August 2003. This additional allocation funds the City's share of consultant costs for 2002-2003 ($65,000) to address issues such as integrating telephone and data communications, migrating to a shared library online system, and addressing organizational design and development issues between the City and San Jose State University. Funding is also being used to pay the City's share of a facility manager ($50,000). The facility manager position is essential for early hiring in order to become familiar with the sophisticated and detailed operations and maintenance of the new building during the installation and testing of key equipment. Funding is also provided for security efforts ($15,000). Non-personal/equipment funding ($163,000) is being used for training and staff development, external communication resources to promote the Joint Library to outside agencies and professional groups, utilities costs, supplies and funding for the grand opening. (Ongoing cost: $0)

Performance Results:
Quality During 2002-2003, the New King Library project teams are continuing implementation of the strategic operational plan. Specific objectives for 2002-2003 include: 100% completion of an approved staffing plan for the operation of the library, and a staff development training plan which incorporates University and City personnel. 70% completion is estimated for the policies and procedures manual that supports the operational design and staff training for implementation. 70% completion is also estimated for the implementation of an external communications plan, including development of information and presentation materials, and a document research database for the future as well as planning and contracting for the grand opening celebration.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SAFE AND CLEAN PARKS, FACILITIES AND ATTRACTIONS			
3. West Valley Branch Library Expansion	**4.60**	**283,505**	**283,505**

With the new West Valley branch library opening in December 2002, additional staff is needed to support customer needs. The branch is expanding from 6,726 square feet to 20,123 square feet. The addition of 4.6 positions was approved to address the projected increase in circulation and enhanced customer services (including more customer trainings and classes and increasing story-time from twice weekly to five times per week). This will bring the total staff at this facility from 9.95 to 14.55 positions. (Ongoing cost: $283,505)

Performance Results:
Customer Satisfaction Upon the opening of the new West Valley branch library, it is estimated the number of customers trained to use information resources through library classes system-wide will increase from the current estimate of 3,150 to 3,425.

4. Rebudget: Grants		**83,325**	**83,325**

The rebudget of unexpended 2001-2002 funds will allow the department to complete remaining grant spending, including costs associated with the New Paradigm Evaluation Grant ($9,436), the Staff Education Grant ($3,889) and the ELLI Grant ($70,000). (Ongoing cost: $0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	**2.60**	**492,334**	**492,334**

Core Service: Promote Lifelong Learning and Provide Educational Support

City Service Area: Recreation & Cultural Services

Core Service Purpose

Provide programs that promote reading, literacy and learning for all ages and support school readiness and success.

Key Operational Services:

- ☐ **Partners in Reading and Family Literacy Programs**
- ☐ **Books for Little Hands**
- ☐ **School Focused Collections and Website Resources**
- ☐ **Summer Reading Programs for Children and Youth**
- ☐ **Pre-school Story Time**
- ☐ **Library Card Campaign**

Performance and Resource Overview

The Library's role in providing services to promote reading, family literacy, lifelong learning and school readiness continues to expand to meet increasing demand, and to better collaborate with City Service Area partner departments. The Library provides a comprehensive program of services that are available to families in the community at neighborhood branch libraries and offsite at daycare centers. It is well documented that many reading problems that result in low test scores and below average literacy performance can be avoided if addressed as early as possible. The literacy level of parents and older siblings is a determining factor for the reading and writing skills of young children. Therefore, literacy programs that include entire families have the greatest impact on early childhood literacy and are more successful than programs that target only children. These programs teach parents to model reading behaviors for their children and encourage the use of library materials and attendance at library programs. Because the literacy level of the family has a determining factor on the reading and writing skills of youth, programs focusing on the family have an improved chance of success. Families are taught literacy behaviors including the importance of reading more to their children and integrating the use of the Library into their lives. The Families for Literacy program, which the Library started in 2000, will continue to grow in importance as a companion to the long-established Partners in Reading adult literacy program.

The Library provides school-focused materials collections, programs, and web resources, including a homework help section on the Library's web page. Library Homework centers address the after-school homework needs of middle school children in the community and are becoming increasingly popular. The traditional preschool story time has been expanded to offer special sessions for the younger children at many sites, recognizing that reading behaviors begin at an early age. The Books for Little Hands program reaches thousands of children at daycare sites to increase their exposure to quality literature. The Summer Reading program for children and youth continues to assist children in pursuing personal education goals as well as promote a love of reading and literature. Direct outreach to early primary grade children continues, and will incorporate teacher feedback and team participation. Children's librarians will visit all elementary schools in San Jose to promote reading

Performance and Resource Overview (Cont'd.)

and encourage students to visit their local branch library. Input from a teacher's advisory group will continue to help determine the most successful strategies to reach early elementary pupils.

These programs support the outcome, *Safe and Successful Youth and Families*, in the Recreation and Cultural Services City Service Area and align to the CSA goals designed to strengthen family literacy and increase learning readiness for all children. For 2002-2003, targets have been set in several program areas. As a result of new partnerships with the Children and Families First Commission of Santa Clara County and the Franklin-McKinley and San Jose Unified School Districts, the Families for Literacy and Books for Little Hands programs will expand into areas of the City not previously targeted for service. Families for Literacy participants attending at least 50% of the classes are expected to make a one-step increase in literacy skills. The Books for Little Hands program will enable daycare providers to spend more time reading to children and will deliver workshops for parents to learn methods for increasing their children's emerging literacy skills. An increase of 10% in participation is targeted for the Summer Reading Celebration, up from 20,037 in 2000-2001 to a projected 22,225, based on a "Reading Road Trip U.S.A." theme. The library card campaign known as GOAL (Grade One at the Library) will conduct outreach throughout the City in order to maintain or increase the number of students obtaining a library card.

Further, customer and program participant surveys were conducted in June 2001 in order to capture an entire school year of experience with library programs. Quality performance measures demonstrate that the programs are effective in achieving desired results. It is anticipated that the Library has increased many children's exposure to literature, which is a vital building block to achieving school readiness. Parents or caregivers report reading more to their children after participation in a library reading or story program. 17 survey points are included in evaluation of Partners in Reading program success, including more frequent reading by parent to child, children's participation and attendance at story times, and independent book selection and reading by children. Nearly all of the literacy and school readiness program participants rate programs as good or excellent and responsive to their needs. The Library Department will continue to seek opportunities to reach out to the community to provide these valuable programs and services. All of the performance data mentioned above will be used to manage and improve reading and literacy programs.

In surveys that were conducted at the end of the 2000-2001 school year, 75% of parents and caregivers reported that they read more to their children following a library reading program and 95% of parents and educators agreed that participation in library programs clearly contributed to improved school performance. The department intends to improve ratings in future surveys as additional services are offered.

The performance measure target for literacy program participants who improve their reading and writing skills has been increased from 55% to 62% in 2002-2003. For families participating in library programs that agree the library is a welcoming destination, the operational performance measure target for 2002-2003 will be 70%. Offering more computer-based learning programs motivates literacy program participants to learn and to sustain their involvement. However, the adaptation to

Performance and Resource Overview (Cont'd.)

new learning methods is a difficult transition for some learners. Therefore, for the measure of participants rating programs as good or excellent and responsive to their needs, the performance target has been lowered from 99% to 95% in 2002-2003.

Budget reductions in this core service include the elimination of one position, a Senior Librarian. The elimination of this position could result in Library customers having slightly less access to supervisory staff to answer more difficult reference questions and offer complaints compliments or service suggestions.

In accordance with the Mayor's March Budget Message, funding will be maintained for Bookmobile and Disability Outreach service programs for 2002-2003. These important services need to be preserved so those who are unable to visit City libraries still have access to books and materials.

Promote Lifelong Learning and Provide Educational Support Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimate	2002-2003 Target
🎯 % of literacy program participants who improve their reading and writing skills	47%	55%	55%	62%
🎯 % of parents and caregivers who report that they read more to their children following a pre-school reading readiness program	75%	80%	78%	80%
$ Average cost per participant in library reading programs	$72.72	$69.72	$69.72	$68.50
🎗 % of literacy and school readiness program participants rating programs as good or excellent and responsive to their needs	99%	99%	99%	95%
🎗 % of parents, caregivers, educators, and students who agree or strongly agree that participation in library programs clearly contributed to improved school performance	95%	95%	95%	95%

Core Service: Promote Lifelong Learning and Provide Educational Support

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimate	2002-2003 Forecast
Number of children served by early literacy programs	88,000	95,000	95,000	100,000
Number of students contacted through the Library Card Campaign	12,667	12,667	13,399	14,000
Number of class visits to libraries	500	500	250	300
Number of participants in Summer Reading Program	20,037	20,000	22,225	25,000
Number of learners participating in the Partners in Reading Literacy Program	157	170	150	150
Cost per capita to promote lifelong learning and educational support	$6.93	$7.20	$7.20	$7.20
% of budget (operating and materials) spent on programs promoting lifelong learning and educational support	20%	20%	20%	20%

Promote Lifelong Learning and Provide Educational Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	$ 1,063,535	$ 968,290	N/A
Non-Personal/Equipment	N/A	N/A	98,300	98,300	N/A
Total	**$ -**	**-**	**$ 1,161,835**	**$ 1,066,590**	**N/A**
Authorized Positions	**N/A**	**N/A**	**14.90**	**13.90**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Core Service: Promote Lifelong Learning and Provide Educational Support

City Service Area: Recreation & Cultural Services

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
VIBRANT LEARNING AND LEISURE OPPORTUNITIES			
1. Pairing of Library Branches and Units	(1.00)	(95,245)	(95,245)

Currently, each branch or Main Library unit is managed by a Senior Librarian. This reduction, across two core services (Provide Access to Information, Library Materials, and Digital Resources and Promote Lifelong Learning) pairs the management and staff services of two branches or operating units of the library. There are currently two groups of pairings in progress (Alviso and Berryessa and a triplex between East Carnegie, Joyce Ellington and Educational Park). This reduction approves two additional pairings affecting four branches or units. Being eliminated is a vacant 1.0 Senior Librarian position with the remaining Senior Librarian managing two branches, rather than one. (Ongoing savings: $95,245)

Performance Results:
Minimal or no impact to this core service is anticipated.

	Positions	All Funds ($)	General Fund ($)
2002-2003 Adopted Core Service Changes Total	(1.00)	(95,245)	(95,245)

Strategic Support

Strategic Support represents the services provided within departments that support and guide the provision of the core services. Strategic Support within the Library Department includes:

- ☐ **Administration**
- ☐ **Business Office**
- ☐ **Community Awareness and Outreach**
- ☐ **Community Facilities**
- ☐ **Technology Services**

Performance and Resource Overview

At the request of the Mayor, the Library Department engaged consultants to execute a Staff Development Study. At the time of the Study, conducted in 2000, circulation had risen 64% in the previous 5 years. Since then, circulation has risen an additional 20% and 30% each subsequent year. In order to cope with this increased workload, the Library has sought every opportunity to restructure processes and has enacted most measures recommended by the Study. The Innovative Branch Model is one way to partially offset the staffing issues. The use of technology and self-service options is assisting with the workload. New roles for staff are being developed, both in the branches and in the planning for the new Dr. Martin Luther King, Jr. Library. To commit knowledgeable and effective staff resources to this modified style of operations, continued employee training programs will be needed. The Study's recommendations regarding training are imperative, yet difficult in this time of limited resources.

The Staff Deployment Study concluded that "By any reasonable measure—i.e., comparing other libraries, looking at the way the Department is deploying staff, and considering the workload—the San Jose Public Library is functioning at a high level and is fully and appropriately deploying its staff." At that time the Study, using circulation per support staff, found that the clerical staff workload is 64% greater than the national median. Recent studies show a rise in reference activity (which had been declining) in addition to the exponentially rising circulation.

Budget reductions for this core service include non-personal funding for training. The decreased amount of training may impact the ability of staff to learn new technology skills, develop their customer service skills, and prepare for possible reallocations of positions to new areas of focus.

Performance and Resource Overview (Cont'd.)

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	N/A	N/A	$ 3,122,612	$ 3,122,612	N/A
Non-Personal/Equipment	N/A	N/A	954,996	926,996	N/A
Total	**$ -**	**-**	**4,077,608**	**4,049,608**	**N/A**
Authorized Positions	**N/A**	**N/A**	**29.98**	**29.98**	**N/A**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere budget.

Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds ($)	General Fund ($)

SERVICES RESPONSIVE TO 21ST CUSTOMER NEEDS

1. **Training Reduction** (25,000) (50,000)

   This action reduces the training budget by a net total of $25,000. The General Fund allocation is being reduced by $50,000 and will be backfilled with $25,000 from the Library Benefit Assessment District Fund to maintain a reduced level of training funds. In the past, funding from the State Public Library Fund supported the General Fund allocation. However, with reductions in the State allocation and a shift in departmental priorities, these funds are no longer available. (Ongoing savings: $25,000)

Performance Results:
Customer Satisfaction The net reduction of training could potentially impact the ability of staff to learn new technological skills, develop their customer service abilities, and prepare for possible reallocations of positions to new areas of focus.

2. **Changes in Vehicle Maintenance Staffing Levels** (3,000) (3,000)

   Contractual services related to mobile fueling will be reduced in the General Services Department. Savings to the Library Department will total $3,000. After hours fueling will continue to be provided by staff that has been redeployed. (Ongoing savings: $3,000)

Performance Results:
No impact from this action is anticipated.

2002-2003 Adopted Strategic Support Changes Total		**(28,000)**	**(53,000)**

Mayor
and
City Council

MISSION

The San Jose City Council consists of ten Councilmembers elected by district and a Mayor elected at-large, each for four-year terms. The Mayor and Council are responsible for representing the residents of San Jose, providing accountability, reviewing public policy and programs, and adopting those policies which best meet the needs of the residents, visitors, and businesses in San Jose.

Ron Gonzales, Mayor

Linda J. LeZotte District 1	**Ken Yeager** District 6
Forrest Williams District 2	**George Shirakawa, Jr.** District 7
Cindy Chavez District 3	**David D. Cortese** District 8
Chuck Reed District 4	**John Diquisto** District 9
Nora Campos District 5	**Pat Dando** District 10

Budget Summary

	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	-	-	N/A
Department Budget (All Funds)	$ 7,134,685	$ 7,602,284	6.6%

Budget Highlights 2002-2003

☐ The Mayor and City Councilmembers will continue to review public policy and programs, adopting those policies that best meet the needs of the residents, visitors, and businesses in San Jose.

Department Overview

To increase budgeting flexibility, the Mayor and City Council budget categories are collapsed into one operating expenditure line. Doing so technically reflects the Mayor and City Council's existing authority to use discretionary funds for staff salaries or non-personal/equipment expenses.

The net increase in total budget for the Office of the Mayor and City Council results from the following actions: elimination of a one-time rebudget resulting from 2000-2001 expenditure savings ($1,526,465); an increase to operating expenditures primarily related to salary/benefit changes for all staff ($529,711); and rebudgets carried over from 2001-2002 ($1,464,353).

Mayor and City Council

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Program					
Office of the Mayor	$ 910,654	$ 2,125,251	$ 1,918,816	$ 2,208,325	3.9%
City Council	3,841,171	5,009,434	4,219,115	5,393,959	7.7%
Total	**$ 4,751,825**	**$ 7,134,685**	**$ 6,137,931**	**$ 7,602,284**	**6.6%**
Dollars by Category					
Operating Expenditures	$ 4,751,825	$ 7,134,685	$ 6,137,931	$ 7,602,284	6.6%
Total	**$ 4,751,825**	**$ 7,134,685**	**$ 6,137,931**	**$ 7,602,284**	**6.6%**
Dollars by Fund					
General Fund	$ 4,751,825	$ 7,134,685	$ 6,137,931	$ 7,602,284	6.6%
Total	**$ 4,751,825**	**$ 7,134,685**	**$ 6,137,931**	**$ 7,602,284**	**6.6%**
Authorized Positions	-	-	-	-	**N/A**

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Prior Year Budget (2001-2002):	0.00	7,134,685	7,134,685
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
● Rebudget: 2000-2001 Expenditure Savings		(1,526,465)	(1,526,465)
One-time Prior Year Expenditures Subtotal:	0.00	(1,526,465)	(1,526,465)
Technical Adjustments to Costs of Ongoing Activities			
● Salary/benefits and operational expenditure changes		529,711	529,711
Technical Adjustments Subtotal:	0.00	529,711	529,711
2002-2003 Forecast Base Budget:	0.00	6,137,931	6,137,931
Investments/Budget Proposals Approved			
Office of the Mayor			
-Rebudget: 2001-2002 Expenditure Savings		289,509	289,509
Office of the Mayor Subtotal:	0.00	289,509	289,509
City Council			
-Rebudget: 2001-2002 Expenditure Savings		1,174,844	1,174,844
City Council Subtotal:	0.00	1,174,844	1,174,844
Total Investments/Budget Proposals Approved		1,464,353	1,464,353
2002-2003 Adopted Budget Total	0.00	7,602,284	7,602,284

Budget Program: Office of the Mayor

City Service Area: Strategic Support

The Office of the Mayor is responsible for developing and proposing the fiscal priorities of the City; appointing Councilmembers to the City's standing committees, boards, and commissions; providing guidance and leadership to the City Council; explaining to the community the City's policies and programs; assisting the Council in effective exercise of its powers; and providing political leadership. The Mayor's Office also supervises the Charter-established Public Information Office responsible for the dissemination of public information and the coordination of the City's marketing efforts.

Program Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Operating Expenditures	$ 910,654	$ 2,125,251	$ 1,918,816	$ 2,208,325	3.9%
Total	**$ 910,654**	**$ 2,125,251**	**$ 1,918,816**	**$ 2,208,325**	**3.9%**
Authorized Positions	-	-	-	-	**N/A**

Budget Changes By Program

Adopted Program Changes	Positions	All Funds ($)	General Fund ($)
1. Rebudget: 2001-2002 Expenditure Savings		**289,509**	**289,509**

This action rebudgets 2001-2002 expenditure savings of $289,509 for use in 2002-2003. (Ongoing cost: $0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Program Changes Total	**0.00**	**289,509**	**289,509**

Mayor and City Council

Budget Program: City Council

City Service Area: Strategic Support

As established by Section 400 of the City Charter, the City Council exercises its power and determines policy through adoption of ordinances, resolutions, and motions subject to the provisions of the City Charter and the State Constitution. The Council ensures the right of all persons to present grievances or offer suggestions for the betterment of municipal affairs.

Program Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Operating Expenditures	$ 3,841,171	$ 5,009,434	$ 4,219,115	$ 5,393,959	7.7%
Total	**$ 3,841,171**	**$ 2,125,251**	**$ 4,219,115**	**$ 5,393,959**	**7.7%**
Authorized Positions	-	-	-	-	**N/A**

Budget Changes By Program

Adopted Program Changes	Positions	All Funds ($)	General Fund ($)
1. Rebudget: 2001-2002 Expenditure Savings		**1,174,844**	**1,174,844**

This action rebudgets 2001-2002 expenditure savings of $1,174,844 for use in 2002-2003. (Ongoing cost: $0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Program Changes Total	**0.00**	**1,174,844**	**1,174,844**

Parks, Recreation and Neighborhood Services Department

Sara Hensley, Director

M I S S I O N

To support the livability of neighborhoods, offer opportunities for individuals to enjoy life, and strengthen communities of people

Core Services

Neighborhood Livability Services
Support community residents, schools and neighborhood organizations to make their neighborhoods more livable, provide and maintain open space and neighborhood parks

Life Enjoyment Services
Provide opportunities for City residents to play, learn, socialize and receive supportive assistance to live healthy and enriched lifestyles

Community Strengthening Services
Provide services that enable individuals and groups to exercise power and influence over their own lives and communities

Strategic Support: Budget and Fiscal Management Services, Park Planning and Development, Network and Computer Services, Marketing and Public Information, Contracting Services

Budget Summary

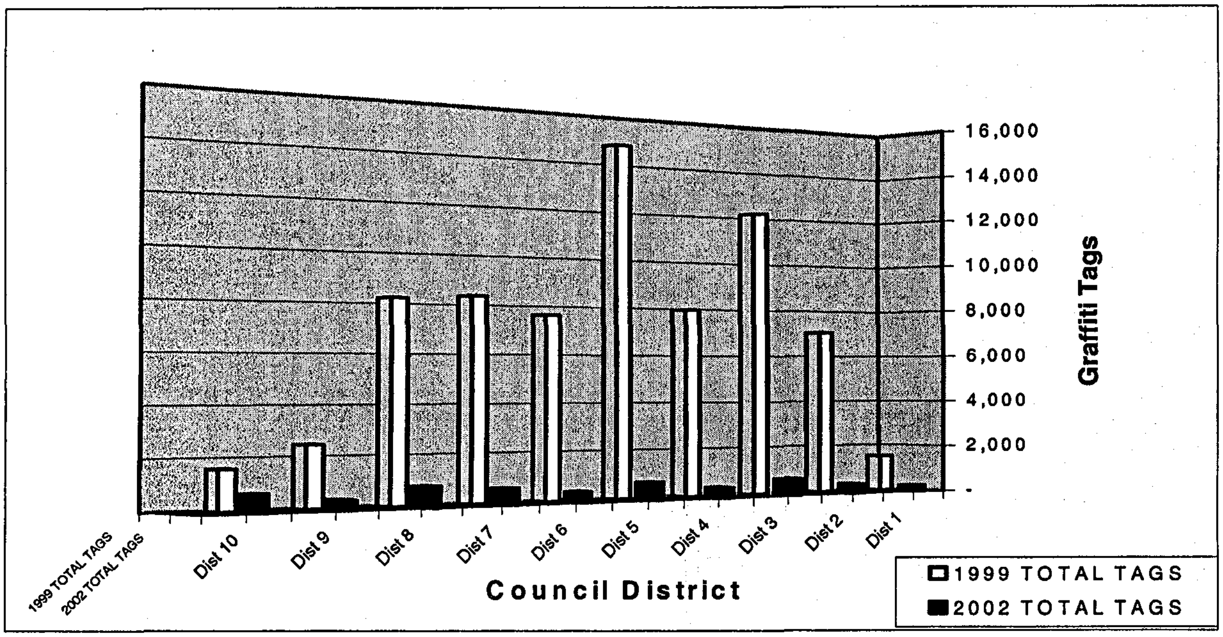
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	862.01	878.43	1.9%
Department Budget (All Funds)	$ 64,304,538	$ 68,109,241	5.9%

Budget Highlights 2002-2003

- ☐ Parks maintenance: redeployment of funding to maintain 18 new parks and facilities; addition of funding to maintain another three new parks and facilities.
- ☐ Funding to support the opening of South Central Swim Center.
- ☐ Addition of city-wide Trails Coordinator to focus on acquisition of open space and the build-out of the City's trail system.
- ☐ Funding for the implementation of third and final phase of the Safe Schools Campus Initiative.
- ☐ Addition of position for the Blueprint for Bridging the Digital Divide.
- ☐ Funding for the operation of the new Alviso Community Center.

Budget Byte

City-Wide Graffiti Survey Results Comparisons



Department Overview

The Parks, Recreation and Neighborhood Services Department (PRNS) vision, *communities of people connected by play, hope and joy in life,* provides focus and direction to its core services and programs. PRNS's mission, "Support the livability of neighborhoods, offer opportunities for individuals to enjoy life, and strengthen communities of people," connects the vision to PRNS's core services: Neighborhood Livability Services, Life Enjoyment Services, and Community Strengthening Services. Strategic Support in the form of both administrative services as well as park planning and development provides the internal platform for core services to be delivered to the community.

Through reorganization, two programs changed departments to better align with their core services and mission. The Municipal Health Services Program was transferred from the Office of the City Attorney and joined the PRNS Office on Aging. The Rental Dispute Mediation Program was transferred to the Housing Department. These changes will allow both programs to function more effectively and in closer collaboration with their customers.

CSA Alignment

Both PRNS's vision and mission align with those of the Recreation and Cultural Services City Service Area (CSA) to which it is a major contributor. The CSA vision, "A strong community that celebrates life and learning," and mission, "To serve, foster and strengthen community by providing access to lifelong learning and opportunities to enjoy life," include the same key concepts of strengthening community and enjoying life. PRNS contributes to all seven outcomes for the Recreation and Cultural Services CSA:

1. *Provide Safe and Clean Parks, Facilities and Attractions*
2. *Vibrant Learning and Leisure Opportunities*
3. *Safe and Successful Youth and Families*
4. *Diverse Range of Arts and Cultural Offerings*
5. *Seniors and Persons with Disabilities Leading Healthy and Independent Lives*
6. *Healthy Neighborhoods and Capable Communities*
7. *Services Responsive to 21st Century Customer Needs*

Specific alignment of core services with CSA outcomes are described in the discussion within each core service section.

Investing in Results

PRNS is committed to providing services that emphasize value, quality and efficiency. The Department's Investing in Results (IiR) strategy shapes performance feedback on the basis of three key questions:

- Is PRNS making a positive difference in customers' lives and neighborhoods? Services such as the Safe Schools Campus Initiative, for example, are making positive contributions to student safety and effective delivery of City services to school districts.

- Are customers satisfied with PRNS services? In 2000-2001, 82% of PRNS surveyed customers rated staff assistance services very good or excellent.

- Is PRNS doing more with more, exponentially increasing customer service through partnerships, leveraging, and accessing other public and private resources? For example, PRNS continues to generate millions of dollars in funds awarded through grants or leveraged through partnerships.

Investing in Results (Cont'd.)

Operational IiR data are also used to identify under-served populations, ensure that equitable levels of services are provided city-wide, and address current gaps in community needs by strengthening program infrastructure and developing collaborations. For example, training provided by Healthy Neighborhoods Venture Fund (HNVF) staff to both new and already funded agencies. The training includes how to determine appropriate outcomes for their services and how to measure their success in reaching them. This training strengthens an agency's City-funded program as well as its total program infrastructure.

2002-2003 Key Policy Issues

PRNS will face two key issues in 2002-2003. First, the Department will continue to examine what efficiencies may be gained through improved management, greater consolidation of services, and coordination of PRNS's multiple grant programs to community-based organizations (e.g., Community Development Block Grants [CDBG], Community Action and Pride [CAP], San Jose BEST, San Jose Beautiful, and HNVF).

Second, PRNS will continue to face how to provide the open space the City wants and needs, and how to coordinate those needs with the Open Space Authority as well as various other interested groups and agencies.

Service Delivery and Integration

Given these policy issues and the associated daily management challenges before PRNS, the Department is currently undertaking a major initiative to better integrate all of its services and programs. In doing so, it is expected that the Department will increase its ability to provide better and more customer-focused services and programs, at the same time achieving greater time and budgetary efficiencies within its current capacity.

While moving forward with its service integration, PRNS continues to keep in mind a multitude of operational, service delivery issues. Currently, the Department's primary service delivery issue for 2002-2003, as well as future years, continues to be delivering promised parks and facilities projects to residents. The voter-approved Parks and Recreational Facilities Bond (PRF Bond) significantly increased the number as well as scope of parks and facilities projects that will be completed by the City. PRNS organized divisions to gather community input, address user design needs and partner with the Public Works Department in successfully delivering projects on time and within budget. Concurrently, PRNS and Public Works must complete projects funded by other sources and scheduled in the Adopted Capital Improvement Program.

In addition, similar to other City departments, PRNS has been facing the retirement of several senior managers, a workforce issue that is not expected to lose momentum in 2002-2003. These managers have a wealth of experience working within the community to address its needs, experience that will need to be reinforced with remaining staff and re-established with new staff. Also, PRNS looks forward to working with its new Department Director. The Department continues to cover its leadership needs through acting appointments, but the success of departmental reorganization will rely in part on stabilizing the Department's management and staffing.

Department Overview (Cont'd.)

Service Delivery and Integration (Cont'd.)

In 2001-2002, PRNS integrated Animal Care and Services (ACS) as well as Visitor Services and Facilities (VSF) into the PRNS organization. ACS remains in the development stages, providing an interim program with temporary means while pushing towards the creation and implementation of a new facility, currently scheduled to open in 2003-2004. For 2002-2003, ACS will continue its partnership with the Humane Society of Santa Clara County to provide ACS services in the absence of a permanent animal care facility.

VSF's current role is to provide management and maintenance of the City's regional parks and facilities (e.g., Happy Hollow Park and Zoo, Kelley Park, Alum Rock Park, Lake Cunningham, etc.). This role is under review and analysis as the Department undertakes the previously discussed integration initiative to improve coordination and consolidation of departmental operations. Currently, parks maintenance is divided between departments: PRNS for regional parks and facilities, and Generals Services Department's Parks Maintenance unit for neighborhood parks. The Department is reviewing and analyzing how to organize parks maintenance by providing services at a regional park and surrounding neighborhood parks at the same time.

Planning and Implementation Efforts

The Greenprint for Community Parks and Facilities and Programs, adopted by the City Council in September 2000, provides direction not only in the construction of facilities but also in the delivery of services within those facilities. The Greenprint calls for multi-service community centers, facilities where a combination of services are co-located and provided by PRNS, other City departments and non-City providers.

In 2002-2003, PRNS will continue to assist in implementing neighborhood improvement plans, an effort underway through the Strong Neighborhoods Initiative (SNI). Plan implementation will be a challenging opportunity for PRNS as well as other City departments to understand and address neighborhood concerns. Successfully meeting the expectations created in the process will require participation and commitment of all City Service Areas.

Adopted by the City Council in 2001-2002, the City's Youth Services Master Plan, Blueprint for Bridging the Digital Divide (Blueprint), details how the City will prepare youth to live, work, and be successful in San Jose. PRNS is prepared to fulfill the Blueprint challenges through the addition of a position approved in this budget. One-time funds will provide support of services delivered in 2002-2003. Ongoing, critical resources necessary to implement the remainder of the Blueprint will be addressed through the 2003-2004 HNVF application process.

2002-2003 Budget Strategy

In approaching 2002-2003, where economic conditions require reductions and redeployments at the current funding level, the Department developed the following strategy. First, PRNS worked to protect core services and programs, ensuring that direct services are maintained to the fullest extent possible. Second, PRNS sought to protect customers from direct impacts (e.g., if reductions or

2002-2003 Budget Strategy (Cont'd.)

redeployments had to be adopted, then they should be related to services that had no direct or minimal impact on the customer). For example, services that were not yet implemented would be withdrawn so that no change in the level of service would be felt by customers. Finally, the Department requested additional resources sufficient to operate and maintain new facilities only after first looking for capacity and efficiencies within the organization.

In the coming 2002-2003 fiscal year, the Department will continually look for additional opportunities to enhance or improve services to customers and employees that do not require additional assets. For example, in working with CSA partners, PRNS has discovered that it could deliver programs through library sites and incorporate public arts programs and services into both library and community center sites.

Neighborhood Livability Services

Continuing implementation of SNI as well as ACS are issues in the Neighborhood Livability core service. In 2002-2003, all SNI plans will have been reviewed by the Planning Commission and approved by the City Council. The completion of this activity will end the planning phase for the SNI areas. In addition, the Neighborhood Advisory Committees (NACs) in these areas will be fully functional to commence work on their top 10 action items from the SNI plans. Accordingly, all SNI areas should be in the implementation phase prior to the conclusion of the 2002-2003 fiscal year. As mentioned earlier, ACS will continue in 2002-2003 as a partially implemented program until the City animal care facility is completed.

The City's success in removing graffiti was validated by an annual survey of visible graffiti tags. In 1999, 71,541 visible graffiti tags were identified. The total in 2001-2002 dropped to 5,612, a decrease of 92%. The City continues to meet the new performance measure of removing graffiti reported to the anti-graffiti hotline within 48 hours. In April 2002, the Neighborhood Livability Services also assisted in launching the Pick Up San Jose campaign, an effort to eliminate litter as the next step toward a clean community. Patterned after the Anti-Graffiti Program, this core service is charged with leading an effort in coordination with the Environmental Services and the Transportation Departments to deliver a litter abatement program modeled on its successful volunteer-based, anti-graffiti efforts.

For 2002-2003, the Neighborhood Livability core service will maintain the majority of additional, newly developed neighborhood parkland through the redeployment of existing resources. Approximately 13.6 acres of new parkland will be on-line in 2002-2003, representing 21 site additions or expansions.

Approved additional resources in this budget will provide resources for three of the 21 areas, the rest being absorbed within current capacity. This adopted plan for parks maintenance will minimize General Fund impact for the 2002-2003 operating year. The Parks Maintenance unit of the General Services Department still expects to meet its performance targets for 2002-2003.

The passage of the PRF Bond provided resources for the following capital projects: renovation of 90 play structures and 28 restrooms in neighborhood parks; the addition or renovation of 164,000 square feet of

Department Overview (Cont'd.)

Neighborhood Livability Services (Cont'd.)

community and senior center space; funds to build a softball and a soccer complex; enhancement of five regional trails; and improvements to four regional parks, including Almaden Lake Park, Emma Prusch Memorial Park, the Municipal Rose Garden and Happy Hollow Park and Zoo/Kelley Park. As mentioned earlier, challenges will be to partner with the Public Works Department to deliver successfully bond projects on time and within budget while completing projects scheduled in the Adopted Capital Improvement Program that are funded from other sources.

Life Enjoyment Services

With its city-wide rather than neighborhood focus, the City's regional park system and special facilities were major additions to this core service for 2001-2002. The system and facilities are operated by Visitor Services and Facilities (VSF). In addition to incorporating VSF into Life Enjoyment Services, this core service will face many other issues in 2002-2003.

As mentioned earlier, Life Enjoyment Services integrated the Municipal Health Services Program (MHSP) into the PRNS organization during 2001-2002. The City's MHSP was established as a Medicare Waiver Demonstration Project funded by the Health Care Financing Administration of the U.S. Department of Health and Human Services. MHSP coordinates urban, health care delivery system services through other agencies.

Many of the recommendations in the Blueprint for Bridging the Digital Divide are expected to impact operational services and programs within the Life Enjoyment core service, including after-school programs, child care, and anti-tobacco activities. Development of additional Smart Start centers will continue in 2002-2003 through the addition of $2 million from the Packard Foundation, an award granted in 2001-2002. These additional Smart Start centers will add 350 spaces toward the City's five-year goal of 1,200 additional preschool spaces, assisting San Jose children to become learning-ready when they enter kindergarten each year. Workforce development also continues in the form of Workforce Investment Act youth activities, further facilitating "cradle to career" development.

As discussed earlier, in 2001-2002, PRNS began systematic development and implementation of multi-service community centers and systems, providing facilities that allow City and non-City services to co-locate. Construction projects to renovate existing centers and expand the new multi-service delivery system will change how and where community, youth and senior programming is provided in coming years. PRNS expects to complete four of these multi-service community centers from funding approved through the PRF Bond measure. Even without new facilities that allow the physical co-location of programs, PRNS is proceeding with implementation of the multi-service concept through out the organization. Changes already underway include the following activities: incorporating more education and career-oriented youth services, increasing senior services through the use of HNVF funds, and actively engaging partnerships that encourage and foster joint development and use of facilities and seamless programs.

Changes approved in this budget to Life Enjoyment Services include one-time and ongoing reductions of resources and staff designed to have minimal impact on direct service levels. Reductions include elimination or delays in services not yet implemented or no longer needed, and most additions include

Life Enjoyment Services (Cont'd.)

revenue-related augmentations: a portion of the Off Track program was approved for elimination since the Franklin-McKinley School District changed the operational year of a school site from year-round to traditional; a park facility supervisor position, added in 2001-2002, for the Guadalupe River Park and Gardens was never filled and, thus, was approved to be defunded; various revenue increases were approved related to park permits and reservations, parking, and Happy Hollow Park and Zoo admission fees as an alternative to additional reductions; and an additional zookeeper position was approved, completely offset by increased revenue from the Happy Hollow Corporation. Additional resources were approved to support committed additions that will be operational in 2002-2003, including the South Central Swim Center and the new Alviso Community Center.

Also approved in this budget were the following additions: Staffing to operate a community center at former Fire Station 27; operating funds to support the establishment of a computer portable at the Southside Community and Senior Center; funding for a Senior Citizen Care Advocate; funding to continue Senior Internet Days; funding to support the Camden Youth Center Computer Program; and funding to support the Young People's Theater.

Community Strengthening Services

Community Strengthening Services now has responsibility for allocation of approximately $30 million in City and other leveraged funds. The grant programs include HNVF, CDBG, San Jose BEST, Homework Centers Program, and other miscellaneous City grant programs. Like the Life Enjoyment Services core service, this core service's operational services are also guided by the City's Youth Services Master Plan, Blueprint for Bridging the Digital Divide.

Maintenance of resources to support the Homework Center program was approved through the HNVF to continue the City's current level of commitment to make the program accessible to all students in San Jose. Additional resources were approved to support committed additions, including completion of the third and final year of the Safe Schools Campus Initiative (SSCI). This funding is sufficient to provide SSCI services at all high schools and middle schools serving San Jose students.

Strategic Support

The delivery of Strategic Support services remains a challenge as the Department grows in size and complexity. For 2002-2003, Strategic Support will continue working to incorporate regional parks programs as well as the Animal Care and Services division. No significant additional resources were provided in 2002-2003. However, conversely, no reductions were adopted in recognition of Administrative Services' significant contribution and necessary support of the other core services. In the coming year, Administrative Services will develop opportunities for both customer and employee services to be more direct and efficient.

An augmentation was approved for the Park Planning and Development unit, supported entirely by capital funds in 2002-2003. Adding a Trails Coordinator position will provide additional capacity to this high priority area, focusing on acquisition of open space and the build-out of the City's trail system.

Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Neighborhood Livability	$ 15,464,156	$ 17,075,370	$ 18,872,076	$ 18,976,950	11.1%
Life Enjoyment Services	22,824,713	37,834,909	38,638,941	38,504,400	1.8%
Community Strengthening	7,181,578	6,469,579	6,500,513	6,892,675	6.5%
Strategic Support	2,734,897	2,924,680	3,650,026	3,735,216	27.7%
Total	**$ 48,205,344**	**$ 64,304,538**	**$ 67,661,555**	**$ 68,109,241**	**5.9%**
Dollars by Category					
Personal Services					
Salaries/Benefits	$ 26,952,277	$ 39,858,448	$ 41,928,175	$ 41,776,395	4.8%
Overtime	221,933	244,950	318,969	317,969	29.8%
Subtotal	$ 27,174,210	$ 40,103,398	$ 42,247,144	$ 42,094,364	5.0%
Non-Personal/Equipment	21,031,134	24,201,140	25,414,411	26,014,877	7.5%
Total	**$ 48,205,344**	**$ 64,304,538**	**$ 67,661,555**	**$ 68,109,241**	**5.9%**
Dollars by Fund					
General Fund	$ 45,549,421	$ 59,572,435	$ 62,211,538	$ 62,580,908	5.1%
Airport Maint & Opers	N/A	46,769	50,979	50,979	9.0%
Conv & Cultural Affairs	111,930	132,617	140,091	140,091	5.6%
Comm Dev Block Grant	1,703,303	1,885,750	2,054,356	2,054,356	8.9%
Healthy Neighborhoods	N/A	1,146,542	1,068,213	1,068,213	(6.8%)
Low/Mod Income Housing	N/A	32,020	36,640	36,640	14.4%
Muni Health Svcs Program	N/A	N/A	318,512	318,512	N/A
Workforce Investment Act	152,703	175,312	201,215	201,215	14.8%
Capital Funds	687,987	1,313,093	1,580,012	1,658,328	26.3%
Total	**$ 48,205,344**	**$ 64,304,538**	**$ 67,661,555**	**$ 68,109,241**	**5.9%**
Authorized Positions	**789.01**	**862.01**	**864.15**	**878.43**	**1.9%**

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Prior Year Budget (2001-2002):	**862.01**	**64,304,538**	**59,572,435**
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Urgent Service Crew and New Parks Maintenance		(325,000)	(325,000)
• Rebudget: New Community Facilities		(67,000)	(67,000)
• Rebudget: Graffiti Abatement on Railway Property		(35,000)	(35,000)
• Rebudget: Park Maintenance Lift Equipment		(30,000)	(30,000)
• Graffiti: 48-Hour Response Time		(98,000)	(98,000)
• After School Program at Fair Middle School		(65,000)	(65,000)
• Senior Internet Days & Pilot Program at Kirk Center		(48,900)	(48,900)
• Information Technology Staff Support		(35,500)	(35,500)
• Camden Teen Center Computer Center Expansion		(33,000)	(33,000)
• Guadalupe River Park & Gardens: Increased Support		(28,000)	(28,000)
• Indo-American Senior Nutrition Outreach		(20,000)	(20,000)
• Senior Community Events Supervisor		(6,000)	(6,000)
• Kids Voting Silicon Valley		(5,000)	(5,000)
• Grace Baptist Community Center: Staffing Augmentation		(3,626)	(3,626)
One-time Prior Year Expenditures Subtotal:	**0.00**	**(800,026)**	**(800,026)**
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes, annualizations, and the following position reallocations:		5,483,827	5,097,785
- 1.00 Amusement Park Supervisor to Parks Facility Supervisor			
- 1.00 Amusement Rides Coordinator to Senior Recreation Leader			
- 1.00 Assistant Landscape Architect to Landscape Architect			
- 1.00 Director, San Jose Beautiful to Recreation Superintendent			
- 1.00 Office Specialist II to Staff Technician			
- 1.00 Parks Planning Manager to Parks Manager			
- 0.70 Recreation Leader Part-time and 1.00 Senior Recreation Leader Part-time to 1.00 Recreation Supervisor	(0.70)		
- 0.75 Recreation Leader Part-time to Senior Recreation Leaders Part-time			
- 0.88 Recreation Leader Part-time to 0.75 Office Specialist II Part-time	(0.13)		
- 1.00 Recreation Specialist to Amusement Park Supervisor			
- 1.00 Recreation Specialist to Recreation Supervisor			
- 0.28 Senior Recreation Leader decrease for conversion of contractual services funding	(0.28)		
- 1.00 Senior Recreation Leader to Accounting Technician			
- 1.00 Senior Recreation Leader and 0.25 Senior Recreation Leader Part-time to 1.00 Analyst	(0.25)		
- 1.00 Senior Recreation Leader to Recreation Specialist			

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Base Adjustments			
Technical Adjustments to Costs of Ongoing Activities (Cont'd.)			
- Addition of 2.00 Community Coordinators for the Strong Neighborhoods Initiative areas of Blackford and Hoffman-Via Monte	2.00		
- Addition of 1.00 Youth Outreach Worker Specialist for East Side Union High School District Safe Schools grant	1.00		
- Continuation of Washington Weed and Seed program through September 2002	1.50		
- Deletion of grant funding related to San Jose LEARNS		(1,838,200)	(1,838,200)
- Transfer of Rental Dispute Program to the Housing Department	(3.00)	(277,189)	(277,189)
- Transfer of 1.00 Recreation Program Specialist to the CIP Action Team in the Office of the City Manager	(1.00)	(57,066)	(57,066)
- Transfer 1.00 Office Specialist II to Conventions, Arts, & Entertainment Department	(1.00)	(53,188)	(53,188)
- *Transfer 0.10 Deputy Director from the General Fund to* the Healthy Neighborhoods Venture Fund		0	(13,360)
- Transfer of Municipal Health Services Program from the Office of the City Attorney	4.00	318,512	0
- Transfer of Weed and Seed Program from City-Wide Expenses		93,758	93,758
- Increase for minimum wage (contractual services)		19,750	19,750
- Increase for professional development account funds		9,240	9,240
• Increase for water costs		298,180	298,180
• Changes in vehicle maintenance and operations costs		95,129	95,129
• Changes in gas, electricity and other utility costs		35,008	35,008
• Annualization related to new parks maintenance		15,936	15,936
• Increase for pool rental		8,800	8,800
• Increase for Senior Nutrition Program		4,546	4,546
Technical Adjustments Subtotal:	**2.14**	**4,157,043**	**3,439,129**
2002-2003 Forecast Base Budget:	**864.15**	**67,661,555**	**62,211,538**
Investment/Budget Proposals Approved			
Neighborhood Livability Services			
- Parks Maintenance Efficiency Savings		(274,000)	(274,000)
- Maintenance for New Parks and Facilities		254,250	254,250
- Changes in Vehicle Maintenance Staffing Levels		(49,000)	(49,000)
- Rebudget: Parks Maintenance Equipment		325,000	325,000
- PRNS Efficiency Savings		(151,376)	(151,376)
Neighborhood Livability Subtotal:	**0.00**	**104,874**	**104,874**
Life Enjoyment Services			
- Visitor Services and Facilities Efficiency Savings		(88,610)	(88,610)

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds ($)	General Fund ($)
Investment/Budget Proposals Approved (Cont'd.)			
Life Enjoyment Services (Cont'd.)			
- Eliminate Operating Funds for Expansion of Kelley Park Trolley	(1.26)	(38,253)	(38,253)
- South Central Swim Center	5.39	160,000	160,000
- Hoover and Almaden Winery Annex Revised Opening Date		(197,760)	(197,760)
- PRNS Efficiency Savings		(184,665)	(184,665)
- Recreation and Community Services Administration Reduction	(1.00)	(57,066)	(57,066)
- Changes in Vehicle Maintenance Staffing Levels		(32,000)	(32,000)
- Aquatics Subsidy Reduction		(28,000)	(28,000)
- "Off Track" Program Reduction Due to School Site Operations Change	(0.10)	(15,933)	(15,933)
- Alviso Community Center Operation		205,000	205,000
- Happy Hollow Park and Zoo	1.00	63,376	63,376
- Community Center at Former Fire Station 27	1.75	85,000	85,000
- Computer Portable at Southside Community and Senior Center		4,500	4,500
- Young People's Theater		13,000	13,000
- Youth Intervention Program Efficiency Savings	(1.00)	(41,918)	(41,918)
- Camden Youth Center Computer Program		12,500	12,500
- Senior Trips Program Delivery	(1.50)	(82,388)	(82,388)
- Senior Citizen Care Advocate	1.00	77,676	77,676
- Senior Internet Days and Workshops		11,000	11,000
Life Enjoyment Subtotal:	**4.28**	**(134,541)**	**(134,541)**
Community Strengthening Services			
- PRNS Efficiency Savings		(55,333)	(55,333)
- Safe Schools Campus Initiative: Third and Final Year of Implementation	8.00	370,087	370,087
- Blueprint for Bridging the Digital Divide	1.00	77,408	77,408
Community Strengthening Subtotal:	**9.00**	**392,162**	**392,162**
Strategic Support			
- PRNS Efficiency Savings		(15,626)	(15,626)
- City-Wide Trails Coordinator	1.00	78,316	0
- Rebudget: IT Staff Support Vehicle		22,500	22,500
Strategic Support Subtotal:	**1.00**	**85,190**	**6,874**
Total Investment/Budget Proposals Approved	**14.28**	**447,686**	**369,370**
2002-2003 Adopted Budget Total	**878.43**	**68,109,241**	**62,580,908**

Core Service: Neighborhood Livability Services

City Service Area: Recreation & Cultural Services

Core Service Purpose

To support community residents, schools and neighborhood organizations o make their neighborhoods more livable, provide and maintain open space, and neighborhood parks.

Key Operational Services:

☐ **Strong Neighborhoods Initiative**
☐ **Project Crackdown**
☐ **Project Blossom**
☐ **Neighborhood Development Center**
☐ **Animal Care and Services**
☐ **Anti-Graffiti Program**
☐ **Neighborhood Park Acquisition and Maintenance**
☐ **Acquisition of Open Space**

Performance and Resource Overview

Neighborhood Livability Services are delivered by PRNS in partnership with schools, community groups, residents and other departments to improve neighborhood conditions and increase positive resident perception of the safety and livability of their neighborhood. This core service contributes to two outcomes within the Recreation and Cultural Services CSA: *Safe and Clean Parks, Facilities and Attractions* and *Healthy Neighborhoods and Capable Communities.* For example, this core service provides safe and clean parks through neighborhood parks and open space. Further, healthy neighborhoods and capable communities grow through programs targeted to address conditions that adversely affect neighborhood quality of life. These conditions include the effects of crime, graffiti, blatant drug and gang activity, blighted conditions, animal care, litter, inadequate public facilities and a lack of unity. This core service also contributes to two outcomes within the Economic and Neighborhood Development CSA: *Safe, Healthy, Attractive and Vital Community* and *Strong Economic Base* through Community Development Block Grant (CDBG) funding of small business development as well as neighborhood organizational growth and development.

In 2001-2002, resources were added in this core service to support the Strong Neighborhoods Initiative (SNI) efforts in the KONA (King and Ocala Neighborhood Association), Burbank, Blackford, and Hoffman/Via Monte areas. These additional funds were provided by the Redevelopment Agency (Agency). Twenty neighborhoods are targeted for SNI. A performance measure associated with SNI states that 80% of residents would report/demonstrate improvement in their ability to address community needs following training. Based on year-to-date survey information, estimates indicate this measure is being met. In addition, the target of 80% of neighborhoods requesting services that were actually served is projected to be exceeded.

Performance and Resource Overview (Cont'd.)

In 2002-2003, all SNI plans will have been reviewed by the Planning Commission and approved by City Council. The completion of this activity will end the planning phase for SNI areas. In addition, the SNI Neighborhood Advisory Committees (NACs) will be fully functional to commence work on their top 10 action items detailed in the SNI plans. Accordingly, all SNI areas should be in the implementation phase prior to the conclusion of the 2002-2003 fiscal year.

In April 2002, the Neighborhood Livability core service assisted in launching the Pick Up San Jose campaign, an effort to eliminate litter as the next step toward a clean community. Patterned after the Anti-Graffiti Program and in coordination with the Environmental Services and Transportation Departments, in 2002-2003, this core service is charged with assisting with the delivery of a litter abatement program modeled on its successful volunteer-based, anti-graffiti efforts.

For 2002-2003, the Neighborhood Livability core service will maintain the majority of additional, newly developed neighborhood parkland through the redeployment of existing resources. Approximately 13.6 acres of new parkland will be on-line in 2002-2003, representing 21 site additions or expansions. Adopted additional resources in this budget provide resources for only three of the 21 areas, the rest being absorbed within current capacity. This plan for parks maintenance will minimize General Fund impact for the 2002-2003 operating year. However, this core service still expects to meet its performance targets for 2002-2003.

Performance measures for Animal Care and Services (ACS) are still at the benchmark-establishing stage. ACS continues to provide an interim program within temporary means while pushing towards the creation and implementation of a new facility, currently scheduled to open in 2003-2004. In 2002-2003 ACS will continue operating from leased space in partnership with the Humane Society. ACS is not scheduled to move into a new building to begin its own animal shelter services until August 2003.

This core service anticipates meeting or exceeding all of its performance measurements. In addition, resources, redeployments, or reductions approved for this core service, Neighborhood Livability Services, are expected to yield the performance improvements described in the Budget Changes by Core Service section.

Core Service: Neighborhood Livability Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

Neighborhood Livability Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
Graffiti hotline requests completed within 48 hours	99%	95%	95%	95%
Gang graffiti removed within 24 hours	98%	100%	92%	100%
% of targeted neighborhoods/ communities requesting or requiring services that are actually served in one year*	85%	80%	94%	90%
% of trained residents reporting/demonstrating improvements in their ability to address community issues	82%	80%	90%	90%
% of all customers surveyed will rate services very good or better**	94%	90%	90%	90%

* Based on crime and blight data neighborhoods requesting or identified in needing services through the Targeted Programs Task Force or the Project Crackdown/Blossom Technical Team.

** The 2002-2003 survey will include unserved residents as well as users. The 2000-2001 survey included only service users.

Selected Operating Measures	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
% of graffiti occurrences in City parks abated within 24 hours of notice*	100%	100%	100%	100%

* This measure is reported here to reflect coordination between PRNS and the General Services Department in providing a complete city-wide effort to eradicate graffiti.

Core Service: Neighborhood Livability Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Total # of neighborhoods served	84	100	183	145
# of new neighborhood coalitions/groups developed	53	25	40	40
Total # of trainings/workshops	136	100	204	120
Total # of customers responding to satisfaction survey	405	500	693	500
# of graffitti tags	10,496	10,496	5,612	5,612
# of graffitti hotline requests	4,000	6,000	5,862	6,000

Neighborhood Livability Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	$ 2,703,184	$ 4,339,199	$ 3,875,645	$ 3,752,269	(13.5%)
Non-Personal/Equipment	12,760,972	12,736,171	14,996,431	15,224,681	19.5%
Total	**$ 15,464,156**	**17,075,370**	**$ 18,872,076**	**$ 18,976,950**	**11.1%**
Authorized Positions	**69.15**	**130.65**	**109.91**	**109.91**	**(15.9%)**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SAFE AND CLEAN PARKS, FACILITIES AND ATTRACTIONS			
1. Parks Maintenance Efficiency Savings		(274,000)	(274,000)

This action increases the vacancy savings factor from two percent to four percent and reduces the restroom maintenance contract by 25%. The reduction in resources will be mitigated through examination and redeployment of services as well as collaboration between regional and neighborhood park maintenance staff. Staff will be redeployed to maintain the restrooms daily and at the current level of service. The shift in priorities may impact the organization's ability to complete other routine and preventive maintenance, but the General Services Department still fully expects to meet its performance measurement targets in 2002-2003. The savings will be reflected in the appropriation to the Parks, Recreation, and Neighborhood Services Department. (Ongoing savings: $274,000)

Performance Results:
No changes to current service levels are anticipated.

2. Maintenance for New Parks and Facilities		254,250	254,250

This action provides maintenance for new neighborhood park acreage (13.6 acres) coming on-line during 2002-2003, including eight park facilities and 13 enhancements. The new park facilities include Bird/Fisk Park, O'Connor Park, South Central Pool, Latimer Community Garden, Buena Vista, Gleason Avenue Streetscape, Sixth and William Street and Tully Road Little League Fields. The core service will absorb maintenance costs for 18 park facilities/enhancements. The remaining three park facilities, O'Connor Park, South Central Pool and Tully Road Little League Fields require funding due to their size, maintenance complexity and location in relation to other facilities. The total adopted investment for these three park facilities includes funding for related non-personal/equipment, including one-time funding for trucks ($115,000). Funds will be appropriated in the Parks, Recreation, and Neighborhood Services Department and three positions (two Groundsworkers and one Park Maintenance Repair Worker) will be authorized in the General Services Department. (Ongoing cost: $249,000)

Performance Results:
No changes to current service levels are anticipated.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SAFE AND CLEAN PARKS, FACILITIES AND ATTRACTIONS (CONT'D.)			
3. Changes in Vehicle Maintenance Staffing Levels		**(49,000)**	**(49,000)**

This savings results from an increase in the vacancy factor for General Services vehicle maintenance staffing. This action will generate savings of $5,000 in the Parks, Recreation, and Neighborhood Services Department and reflects a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating less critical services. Contractual services related to mobile fueling is also approved to be reduced by $5,000. After hours fueling will continue to be provided by staff that has been redeployed. (Ongoing savings: $49,000)

Performance Results:
Cycle Time If the fleet is not downsized, reductions in Fleet staffing level will cause cycle times for preventive maintenance and minor repairs to increase. Service levels and availability of fleet will remain the same for emergency vehicles.

4. Rebudget: Parks Maintenance Equipment		**325,000**	**325,000**

This action rebudgets unexpended 2001-2002 funds for one-time expenses related to Parks Maintenance equipment and trucks. (Ongoing cost: $0)

Performance Results: N/A (Final Budget Modification)

HEALTHY NEIGHBORHOODS AND CAPABLE COMMUNITIES			
5. PRNS Efficiency Savings		**(151,376)**	**(151,376)**

This action increases the vacancy savings by $123,376 and decreases non-personal/equipment funding by $28,000. Administrative actions are currently underway to better integrate the Parks, Recreation, and Neighborhood Services Department, allowing it to realize additional cost savings and efficiencies as a result. (Ongoing savings: $151,376)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be at least maintained with this reduction.

2002-2003 Adopted Core Service Changes Total	**0.00**	**104,874**	**104,874**

Core Service: Life Enjoyment Services

City Service Area: Recreation & Cultural Services

Core Service Purpose

To provide opportunities for City residents to play, learn, socialize and receive supportive assistance to live healthy and enriched lifestyles.

Key Operational Services:

- ☐ **Community, Youth and Senior Centers**
- ☐ **After-School Programs (SAGE, LEARNS)**
- ☐ **Aging and Therapeutic Services**
- ☐ **Community Garden Program**
- ☐ **Anti-Tobacco Program**
- ☐ **Child Care**
- ☐ **Gang Intervention**
- ☐ **Tattoo Removal**
- ☐ **Regional Parks and Facilities**
- ☐ **Park Ranger Services**
- ☐ **Outdoor Special Events**
- ☐ **Economic & Workforce Development**
- ☐ **Municipal Health Services**

Performance and Resource Overview

This core service is committed to providing life enjoyment services in a manner that emphasizes accessibility across all parts of the City and to all types of customers. The following are key outcomes of operational life enjoyment services: enrichment, physical fitness, physical and social independence, participation in large special events, enjoyment of the City's regional parks, personal development skills, job placement, and business development and operation. Overall, 80% of program participants rate their satisfaction with services as very good or better. This core service contributes to five outcomes in the Recreation and Cultural Services CSA: *Safe and Clean Parks, Facilities, and Attractions*; *Vibrant Learning and Leisure Opportunities; Safe and Successful Youth and Families*; *Diverse range of Art and Cultural offerings;* and *Seniors and Persons with Disabilities leading Healthy and Independent lives.*

In 2001-2002, this core service worked to incorporate the regional park system and specialty facilities into PRNS. Also during 2001-2002, the City's Youth Services Master Plan, *Blueprint for Bridging the Digital Divide*, was approved and expected to impact operational programs within this core service in 2002-2003, including after-school programs, child care, and anti-tobacco activities. Due to the award of $2 million from the Packard Foundation in 2001-2002, additional Smart Start centers are slated for 2002-2003 as well. These additional Smart Start centers will add 350 spaces toward the City's five-year goal of adding 1,200 preschool spaces for San Jose children to become ready to learn when they enter kindergarten each year.

Performance and Resource Overview (Cont'd.)

Life Enjoyment Services also integrated the Municipal Health Services Program (MHSP) into the PRNS organization in 2001-2002, specifically within PRNS's Office on Aging. The City's MHSP was established as a Medicare Waiver Demonstration Project funded by the Health Care Financing Administration of the U.S. Department of Health and Human Services. MHSP coordinates urban, health care delivery system services through other agencies.

In 2001-2002 PRNS began systematic development and implementation of multi-service community centers and systems. These centers and systems will provide facilities that allow City and non-City services to co-locate. Construction projects to renovate existing centers and expand the new multi-service delivery system will change how and where community, youth and senior programming is provided in coming years. PRNS expects to fully complete four of these multi-service community centers from funding approved in the Parks and Recreational Facilities Bond. Even without new facilities that allow the physical co-location of programs, PRNS is proceeding with the establishment of operational systems that implement the multi-service concept throughout the organization. Changes already underway include the following activities: incorporating more education and career-oriented youth services; increasing senior services through the use of HNVF funds; and actively engaging partnerships that proliferate joint development and use of facilities and seamless programs.

In approaching 2002-2003, this core service's strategy particularly focused on review of efficiency opportunities that protect direct services for customers and protect existing infrastructure. Even in the current fiscal environment, this core service will continue to offer life enjoyment opportunities with minimal or no impact to the customer. Adopted reductions include ongoing savings by eliminating operating funds for expanding the Kelley Park Trolley and one-time savings through revising the opening dates for the Hoover and Almaden Winery Community Centers. Also adopted is a reduction in the Off Track Program for the Franklin-McKinley School District (FMSD) and a reduction in the aquatics subsidy for the East Side Union High School District (ESUHSD). The change in the Off Track funding coincides with FMSD's change in its school year from year-round to traditional, making a portion of the funding unnecessary. The City expects the opening of the South Central Swim Center to offset impact to the ESUHSD's aquatics subsidy reduction, anticipating that customer usage will shift to the Center site. In addition, the aquatics subsidy reduction impacts the summer 2003 swim program.

No impact is expected as a result of the defunding of a Guadalupe River Park and Gardens (GRPG) position since the position was not filled. (The GRPG position was added in 2001-2002.) In addition, no impact is expected from the elimination of a Recreation Program Specialist position, previously assigned to provide administrative support to this core service. The first-year cost of an additional Zookeeper at Happy Hollow Park and Zoo will be completely offset by revenue from the Happy Hollow Corporation. Finally, additional revenue increases are expected as a result of various fee increases related to park permits and reservations, parking, and Happy Hollow Park and Zoo admission fees as an alternative to additional reductions.

Core Service: Life Enjoyment Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

The Alviso Youth Center is preparing to open in May 2002 and the South Central Swim Center is projected to open in November 2002. Alviso will be operated through redeployed staff and the addition of non-personal/equipment funds. The Swim Center will be operated through the addition of staff as well as non-personal/equipment funding.

Also approved in this budget were the following additions: Staffing to operate a community center at former Fire Station 27; operating funds to support the establishment of a computer portable at the Southside Community and Senior Center; funding for a Senior Citizen Care Advocate; funding to continue Senior Internet Days; funding to support the Camden Youth Center Computer Program; and additional funding to support the Young People's Theater.

With the exception of one measurement, this core service anticipates meeting or exceeding all of its performance measurements. For the percentage of participants rating overall satisfaction with services as very good or better, this core services estimates achieving 80% versus the 90% 2001-2002 adopted target. The survey will include non-users of City services as well as participants that may lower overall performance if non-users do not have knowledge of the City services. In addition, resources, redeployments, or reductions recommended for this core service, Life Enjoyment Services, are expected to yield the performance improvements described in the Budget Changes by Core Service section.

Performance and Resource Overview (Cont'd.)

Life Enjoyment Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
% of customers enrolled in business development program who open a business within one year	64%	60%	64%	65%
% of youth intervention program graduates meeting criteria for success six months after graduation*	50%	75%	80%	70%**
% of participants rating overall satisfaction with services as very good or better	80%	95%	80%	85%

* Program being reorganized to include after-care component.
** National average for success is only one percent.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
# of unduplicated participants*	270,483	332,000	319,406	395,000
# of participant hours	8,584,928	8,004,468	10,661,296	10,971,927
SAGE/Youth	2,668,378	2,274,000	3,016,752	3,410,600
Sports & Aquatics	838,069	789,800	805,476	815,000
Community Center	1,574,293	1,696,000	1,690,234	1,815,000
People with Disabilities	261,009	263,000	289,176	309,000
Seniors	3,108,493	2,683,000	4,433,515**	4,043,302
Family Care Small Business Assistance	2,688	2,688	2,688	3,000
Anti-Tobacco Program	5,921	5,980	11,035	12,000
Youth Economic Development Progam	126,077	90,000	412,420***	515,525

* Unduplicated is calculated as a total of unduplicated count in each program. Duplication across sites or programs is possible. Currently, no established process exists to collect actual unduplicated participants.
** Program expansion (e.g., resulting for Healthy Neighborhoods Venture Fund support) and improved data collection resulted in an increase in participant hours.
*** 2001-2002 is first year that includes Workforce Investment Act participant hours.

Core Service: Life Enjoyment Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

Life Enjoyment Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	$ 17,498,494	$ 29,151,915	$ 29,586,068	$ 29,192,811	0.1%
Non-Personal/Equipment	5,326,219	8,682,994	9,052,873	9,311,589	7.2%
Total	**$ 22,824,713**	**37,834,909**	**$ 38,638,941**	**$ 38,504,400**	**1.8%**
Authorized Positions	**596.21**	**606.71**	**600.27**	**604.55**	**(0.4%)**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SAFE AND CLEAN PARKS, FACILITIES AND ATTRACTIONS			
1. Visitor Services and Facilities Efficiency Savings		**(88,610)**	**(88,610)**

This action decreases funding for Visitor Services and Facilities through defunding a Parks Facilities Supervisor (PFS) position. This position was originally added to provide additional management and support of the Guadalupe River Park and Guadalupe Gardens area due to its high level of activity and necessary coordination with other agencies (e.g., Redevelopment Agency, Santa Clara Valley Water District, and Army Corps of Engineers) for development. Though the PFS remained vacant through 2001-2002 due to the hiring freeze, an existing PFS position remains assigned to the area and will continue to provide management of this facility along with other downtown parks. (Ongoing savings: $0)

Performance Results:
Quality No reduction in current levels of customer service will result from this reduction.

2. Eliminate Operating Funds for Expansion of Kelley Park Trolley	**(1.26)**	**(38,253)**	**(38,253)**

This action decreases the maintenance and operation budget for the Kelley Park Trolley expansion. Originally, funding was added to support the expansion of the trolley from the History Park to Kelley Park. Expansion completion was expected to be prior to 1999-2000 based on funding from the California Railroad and Trolley Corporation. Since the Corporation has not been able to complete the project as planned, this reduction was approved. (Ongoing savings: $39,802)

Performance Results: N/A (Service Never Implemented)

3. South Central Swim Center	**5.39**	**160,000**	**160,000**

This action provides funding for staff as well as furniture, fixtures, and equipment related to the opening of the South Central Swim Center, currently scheduled to open November 2002 and slated to be a year-round facility. The approved funding supports a staffing level that will provide recreational swim, swim lessons and other swim classes as well as one-time non-personal/equipment funds ($40,000) for furnishing the classrooms, offices and first aid station. (Ongoing cost: $194,003)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be at least maintained.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
VIBRANT LEARNING AND LEISURE OPPORTUNITIES			
4. Hoover and Almaden Winery Annex Revised Opening Date		**(197,760)**	**(197,760)**

This action temporarily defunds two Recreation Program Specialist positions and Recreation Leader Part-Time hours related to the unopened Hoover Community Center and the Almaden Winery Community Center Annex. The operation of Hoover Community Center is expected to commence in Summer 2003; while the construction of the Almaden Winery Community Center is expected to be completed in 2004. The revised opening dates enable the Department to support this one-time decrease. This action also includes a one-time decrease in non-personal/equipment funds ($49,000). (Ongoing savings: $0)

Performance Results: N/A (Service Never Implemented)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
5. PRNS Efficiency Savings		**(184,665)**	**(184,665)**

This action increases the vacancy savings by $184,665. Administrative actions are currently underway to better integrate the Parks, Recreation, and Neighborhood Services Department, allowing it to realize additional cost savings and efficiencies as a result. (Ongoing savings: $151,376)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be at least maintained with this reduction.

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
6. Recreation & Community Services Administration Reduction	**(1.00)**	**(57,066)**	**(57,066)**

This action decreases administrative expenses through the elimination of a vacant Recreation Specialist. The position was used to support increased administrative activities within the Recreation and Community Services Division of the Department. Administrative actions are currently underway to better integrate the Parks, Recreation, and Neighborhood Services Department, allowing it to realize additional efficiencies and eliminate the position as a result. (Ongoing savings: $57,066)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be at least maintained with this reduction.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)

VIBRANT LEARNING AND LEISURE OPPORTUNITIES (CONT'D.)

7. Changes in Vehicle Maintenance Staffing Levels		**(32,000)**	**(32,000)**

This savings results from an increase in the vacancy factor for General Services vehicle maintenance staffing. This will generate savings of $32,000 in the Parks, Recreation, and Neighborhood Services Department and reflects a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating less critical services. Contractual services related to mobile fueling are also approved to be reduced by $5,000, as reflected in the core service of Neighborhood Livability Services. After hours fueling will continue to be provided by staff that has been redeployed. (Ongoing savings: $32,000)

Performance Results:
Cycle Time If the fleet is not downsized, reductions in Fleet staffing level will cause cycle times for preventive maintenance and minor repairs to increase. Service levels and availability of fleet will remain the same for emergency vehicles.

8. Aquatics Subsidy Reduction		**(28,000)**	**(28,000)**

This action decreases the aquatics subsidy to the East Side Union High School District (ESUHSD) for the 2003 summer swim program. Customer impact will be minimal since the South Central Swim Center is scheduled to open November 2002. If the ESUHSD needs to close one or two sites as a result of this reduction, sites closest to the South Central Swim Center will be recommended. (Ongoing savings: $28,000)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be maintained.

9. "Off Track" Program Reduction Due to School Site Operations Change	**(0.10)**	**(15,933)**	**(15,933)**

This action reduces the "Off Track" Program by one-third due to a change at Santee Elementary School from year-round operation to traditional school year operation. As a result, approximately 90 children will not need Off Track Program services. The Off Track Program provides a day camp type of program to children attending year-round schools who are off at times other than the summer. The approved reduction includes a non-personal/equipment funding decrease of $13,000. (Ongoing savings: $15,933)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction with services will be maintained.

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
VIBRANT LEARNING AND LEISURE OPPORTUNITIES (CONT'D.)			
10. Alviso Community Center Operation		205,000	205,000

This action provides funding for furniture, fixtures, and equipment related to operating the new Alviso Community Center, currently scheduled to open June 2002. Staff is already redeployed to manage the new facility and provide programming, including the following services: SAGE, LEARNS, Homework Center, and gym hours (two hours per day, five days a week with the George Mayne Elementary School operating the gym during school hours). The remaining available hours may be used for community rentals. Larger classrooms will allow for more programming options for after school programs provided by the City. Open gym will be available for two hours per day, five days a week. Number of hours of participation will increase by 10% to 17,305. Funding includes one-time non-personal/equipment support of $98,604. (Ongoing cost: $105,000)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction with services will increase.

11. Happy Hollow Park and Zoo	1.00	63,376	63,376

This action provides funding for an additional Zookeeper at the Happy Hollow Park and Zoo (HHPZ) completely offset in the first year by revenue from the Happy Hollow Corporation. With the addition and rehabilitation of existing exhibits to more naturalistic settings as well as more labor-intensive feeding requirements for the HHPZ animal collection, the new position will provide additional support to ensure adequate cleaning of the Zoo and care of the animals. Further, overtime usage by existing keeper staff will decrease by at least 50%. After the first year, the cost of the position will be shared, 50% by the Corporation and 50% by the City. This action also provides $20,000 in non-personal/equipment funding related to HHPZ food and beverage sales, offset by revenue to the General Fund. (Ongoing cost: $42,069)

Performance Results:
Quality Existing exhibits will be maintained and animal collection will have adequate care. ***Customer Satisfaction*** Current levels of customer satisfaction with services will increase.

12. Community Center at Former Fire Station 27	1.75	85,000	85,000

This action provides support for one Senior Recreation Leader and a part-time Recreation Leader to staff a community center at the former Fire Station 27. The center will serve middle school-aged youth after school and provide family as well as community activities during the day. This addition includes ongoing non-personal/equipment funding of $11,276. Other funds are provided to build the community center and may be found in the General Fund Capital, Transfers, Reserves section found elsewhere in this budget. (Ongoing cost: $85,000)

Performance Results: N/A (Final Budget Modification)

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
VIBRANT LEARNING AND LEISURE OPPORTUNITIES (CONT'D.)			
13. Computer Portable at Southside Community and Senior Center		4,500	4,500
This action provides ongoing non-personal/equipment funding to support operations in a new computer portable at the Southside Community and Senior Center. In partnership with existing city-wide computer programs, the portable will provide computer access and quality programming that will enhance resources for seniors and the broader Southside community. (Ongoing cost: $4,500)			
Performance Results: N/A (Final Budget Modification)			
14. Young People's Theater		13,000	13,000
This action provides one-time non-personal/equipment funding for the Young People's Theater program. Funding will be used to purchase 10 light fixtures, five wireless microphones, and replacement of stage curtains in the Kirk Community Center's auditorium. (Ongoing cost: $0)			
Performance Results: N/A (Final Budget Modification)			
SAFE AND SUCCESSFUL YOUTH AND FAMILIES			
15. Youth Intervention Program Efficiency Savings	(1.00)	(41,918)	(41,918)
This action eliminates a vacant Youth Outreach Worker. Recently received grant positions provide support previously assigned to this position, including critical incident response (Safe Schools Campus Initiative), conflict mediation (Right Connection), and resolution to a safe environment (case management and follow-up counseling). (Ongoing savings: $41,918)			
Performance Results: ***Customer Satisfaction*** Current levels of customer satisfaction will be maintained with this reduction.			
16. Camden Youth Center Computer Program		12,500	12,500
This action provides ongoing non-personal/equipment funding to support the Camden Youth Center Computer Program. Participating youth prepare homework, conduct research, study for college entrance exams, learn basic job skills, and participate in games at the Camden Youth Center. This allocation provides for additional supplies, equipment maintenance, replacement and software. (Ongoing cost: $12,500)			
Performance Results: N/A (Final Budget Modification)			

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SENIORS & PERSONS WITH DISABILITIES LEADING HEALTHY & INDEPENDENT LIVES			
17. Senior Trips Program Delivery	(1.50)	(82,388)	(82,388)

This action redeploys support of the Senior Trips program to an outside vendor. This action then allows for the elimination of 1.5 positions that typically coordinate the trips in the past and will soon become vacant. (Current incumbents will be accommodated through lateral transfers to other positions within the Department.) To facilitate the transition to an outside vendor, 0.50 Recreation Leader Part-time remains in the program. (Ongoing savings: $82,388)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be maintained.

18. Senior Citizen Care Advocate	1.00	77,676	77,676

This action provides for one Gerontology Specialist to act as a Senior Citizen Care Advocate. This position will provide essential services, including referral services regarding transportation, delivered meal programs, housing assistance, medical care, legal assistance, elder abuse, and home care. This action includes non-personal/equipment funding of $18,000, including one-time funds of $12,000 to purchase a computer and furniture. (Ongoing cost: $71,676)

Performance Results: N/A (Final Budget Modification)

19. Senior Internet Days and Workshops		11,000	11,000

This action provides ongoing non-personal/equipment funding to support Senior Internet Days and Workshops at the Kirk Community Center. This program introduces seniors to the Internet and provides basic computer training. Funding will be used for workshops, computer supplies, equipment maintenance, repairs, and future upgrades. (Ongoing cost: $11,000)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	**4.28**	**(134,541)**	**(134,541)**

Core Service: Community Strengthening Services

City Service Area: Recreation & Cultural Services

Core Service Purpose

Provide services that enable individuals and groups to exercise power and influence over their own lives and communities.

Key Operational Services:

- ☐ **Community Development Block Grant**
- ☐ **San Jose B.E.S.T.**
- ☐ **Safe Schools Campus Initiative**
- ☐ **Homework Center Program**
- ☐ **Retired and Senior Volunteer Program**
- ☐ **Schools/City Collaborative**
- ☐ **Senior Companions**
- ☐ **Adopt-A-Park**
- ☐ **San Jose Beautiful**
- ☐ **Healthy Neighborhood Venture Fund**
- ☐ **Sister Cities Program**

Performance and Resource Overview

The PRNS vision, *"Communities of People Connected by Play, Hope, and Joy in Life,"* is reached by actively involving the community. Community Strengthening Services support community agencies, groups, and individuals in developing resources, skills, and opportunities to address the diverse needs of San Jose residents and work toward the maintenance and improvement of their neighborhoods and communities. This core service delivers programs in a manner that supports the development of connections and capabilities for individuals and groups within the communities served. Community partnership development enables PRNS to deliver cost-effective services that meet community needs and satisfy customers. This core service contributes to two outcomes in the Recreation and Cultural Services CSA: *Safe and Successful Youth* and *Healthy Neighborhoods and Capable Communities.*

In 2001-2002, it is anticipated that this core service will assist with over $30 million in City and other leveraged funds distributed from the Healthy Neighborhood Venture Fund (HNVF), Community Development Block Grant Program (CDBG), San Jose BEST, Homework Centers program and other City grant programs. For 2002-2003, this core service expects the amount of funding to continue at or above the 2001-2002 level and the amount of administrative activity to persist if not increase.

In 2001-2002 significant additional resources included funding for the third and final year of a three-year expansion of Homework Centers to serve all elementary, middle and high school youth in San Jose. For 2002-2003, resources to support the Homework Center program will be provided through the HNVF in order to maintain the City's current level of commitment.

Core Service: Community Strengthening Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

As mentioned in the Life Enjoyment core service section, the City's Youth Services Master Plan, *Blueprint for Bridging the Digital Divide*, was approved in 2001-2002, becoming a guiding document for some of Community Strengthening Services' operational services. In 2002-2003 a full year of implementation, monitoring, and reporting activities are scheduled in the following areas: youth leadership development, school innovative grant programs, on-line testing services, and Spanish-speaking home-based child care services. In order to facilitate the administrative workload, track the *Blueprint's* progress, maintain an updated action plan, and conduct outside resources development activities, funds are adopted to support a new position.

In 2001-2002, the second phase of the Safe Schools Campus Initiative (SSCI) was implemented to expand the program to all middle schools serving San Jose students. For 2002-2003, additional funding was approved to complete the third and final phase of the SSCI expansion. With the Mayor and City Council setting a goal to have the safest big city schools in the nation, this core service is maintaining cycle time performance targets related to SSCI. For example, the response to high school/community crisis incidents in 30 minutes is 100%, resulting in a non-proliferation of violence and the re-establishment of a safe learning environment.

Performance measure data indicates that service levels in all but three measures are projected to meet or exceed their targets. The percentage of park sites with active volunteer groups is estimated at 70%, while a considerable increase over last year's 64%, it is still short of the 75% target. Most volunteers are from high school organizations and left the volunteer program after graduation. This reduction affected the total number of parks adopted and total number of volunteers in the program as well. Towards the end of this fiscal year, this core service will have an increase in new volunteers and parks adopted, placing the performance target's year-end estimate at the 70% mark. The percentage of agencies reporting that services increased their capacity to address community issues/needs is estimated to achieve only 70% against a 90% target in 2001-2002. Reduced funding sources and increased demand for services in the 2001-2002 economy limited the Department's ability to address needs. The percentage of all contracts executed within 60 days of award decision is projected to achieve 85% against a 90% target. Vacancies and competing workload priorities affected the achievement of this target.

In addition, resources, redeployments, or reductions recommended for this core service, Community Strengthening Services, are expected to yield the performance improvements described in the Budget Changes by Core Service section.

Core Service: Community Strengthening Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

	Community Strengthening Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
🎯	% of resource development opportunities pursued that result in new funding resources obtained	100%	60%	88%	60%
🎯	% of agencies reporting measurable positive impact of services on customers served	71%	60%	89%	80%
🎯	% of park sites with active volunteer group	64%	75%	70%	75%
🎯	% of service requests from schools with non-proliferation of violence after a response is initiated	100%	80%	100%	100%
🕒	% of all contracts executed within 60 days of award decision	80%	90%	85%	90%
🕒	% of high school/community crisis incidents responded to within 30 minutes	100%	90%	99%	90%
🕒	% of school conflicts resolved with re-establishment of safe learning environment within two weeks	100%	90%	99%	90%
🎗	% of agencies/individuals reporting that services received increased their capacity to address community issues/needs	90%	90%	70%*	70%*
🎗	% of all customers surveyed rating services very good or better	87%	90%	90%	90%

* Reduced funding sources and increased demand for services in the 2001-2002 economy limited the Department's ability to address the needs.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
# of unduplicated customers	60,797	61,000	63,000	64,700
Total # of contracts developed	135	129	192	150
Total # of volunteer hours for RCS division	336,986	340,000	422,333	472,640
Total # of unduplicated volunteers	16,760	18,000	21,120	23,650

Core Service: Community Strengthening Services

City Service Area: Recreation & Cultural Services

Performance and Resource Overview (Cont'd.)

Community Strengthening Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	$ 4,944,538	$ 4,123,295	$ 5,481,166	$ 5,782,328	40.2%
Non-Personal/Equipment	2,237,040	2,346,284	1,019,347	1,110,347	(52.7%)
Total	**$ 7,181,578**	**6,469,579**	**$ 6,500,513**	**$ 6,892,675**	**6.5%**
Authorized Positions	**102.14**	**102.14**	**116.00**	**125.00**	**22.4%**

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Core Service: Community Strengthening Services

City Service Area: Recreation and Cultural Services

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds ($)	General Fund ($)
SAFE AND SUCCESSFUL YOUTH AND FAMILIES			
1. PRNS Efficiency Savings		**(55,333)**	**(55,333)**

This action increases the vacancy savings by $55,333. Administrative actions are currently underway to better integrate the Parks, Recreation, and Neighborhood Services Department, allowing it to realize additional cost savings and efficiencies as a result. (Ongoing savings: $55,333)

Performance Results:
Cycle Time Current levels of customer satisfaction will be at least maintained with this reduction.

2. Safe Schools Campus Initiative: Third and Final Year of Implementation	**8.00**	**370,087**	**370,087**

This action provides funding for eight positions (one Recreation Specialist, six Youth Outreach Workers I positions, and one Youth Outreach Worker II position) and non-personal/equipment to complete the third and final year of Safe Schools Campus Initiative expansion. Safe Schools Campus Initiative will then be in a position to provide services at all high schools, continuation high schools, and middle schools serving San Jose students. All participating school districts are required to make supportive financial contributions to support this effort. This addition is a decrease in the amount originally forecast due to redeployment of existing staff and program efficiencies within the Department (Ongoing cost: $437,055)

Performance Results:
Cycle Time 90% of reported high school/middle school/community crisis incidents will be responded to within 30 minutes with 90% of conflicts resolved and re-establishment of a safe learning environment within two weeks. 80% of incidents responded to will have no proliferation of violence after a response is initiated.

3. Blueprint for Bridging the Digital Divide	**1.00**	**77,408**	**77,408**

This action provides one Analyst to assist with the implementation of the Blueprint for Bridging the Digital Divide (Blueprint). The Blueprint is the new Youth Services Master Plan and outlines a developmental model focusing on promoting the attainment of healthy personal, family, and skill competence milestones from "cradle to career". General Fund support is already budgeted for activities related to the Blueprint in 2002-2003. Ongoing funding for the support of activities will be pursued through the Healthy Neighborhoods Venture Fund. (Ongoing cost: $77,628)

Performance Results:
Cycle Time 90% of contracts will be executed within 60 days of award decision.

2002-2003 Adopted Core Service Changes Total	**9.00**	**392,162**	**392,162**

Strategic Support

Strategic Support represents services provided within departments that support and guide the provision of the core services. Strategic Support within the Parks, Recreation and Neighborhood Services Department includes:

- ☐ **Budget and Fiscal Management Services**
- ☐ **Park Planning and Development**
- ☐ **Network and Computer Services**
- ☐ **Marketing and Public Information**
- ☐ **Contracting Services**

Performance and Resource Overview

Strategic support is comprised of three elements: leadership and management, administrative support, and park planning and development. The Department Director's Office provides leadership and management for all of the Department's services. Administrative Services provides centralized administrative support services and enables the Department's programs to be delivered to the community in a manner consistent with City administrative and fiscal requirements. Park planning and development advocates for and funds park, recreation and open space resources to expand recreational opportunities in San Jose.

The delivery of Strategic Support Services remains a challenge as the Department grows in size and complexity. For 2002-2003, Strategic Support will continue to work to incorporate regional parks and facilities, Animal Care and Services, and the Municipal Health Services Program into PRNS. No additional positions were budgeted for the Administrative Services Division in 2002-2003. However, conversely, no reductions were adopted in recognition of Administrative Services' significant contribution and necessary support of the other core services. In the coming year, Administrative Services will develop opportunities for both customer and employee services to be more direct and efficient.

The Park Planning and Development unit coordinates the development and implementation of the Park and Community Development Capital Programs for the Department. This program implements the acquisition, development, and protection of parks, recreation facilities, and open space to maintain a high quality of life in San Jose by providing over 3,500 acres of parklands, 26 community centers, two lakes, and one zoo. In addition, the City has plans for the implementation of a system of trails and greenways that will provide a network of hiking, biking, jogging, and equestrian trails along the Coyote Creek, Guadalupe River, Los Gatos Creeks, and major feeder streams. The park planning and development unit will be investigating alternative sources to augment funds from the Redevelopment Agency of the City of San Jose in financing the various park and trail projects approved in the 20 SNI plans for 2002-2003. One approved augmentation to Strategic Support for Park Planning and Development will be supported entirely by capital funds in 2002-2003. Adding a Trails Coordinator will provide additional capacity to a high priority area.

In 2002-2003 PRNS will fully implement its marketing plan, a plan that encourages the Department to be consistent in message and identity. The breadth and depth of marketing promotion will include the usual print, movie house and electronic media and placing information in newsletters that belong to community centers. PRNS will be represented, as a whole, at all city-wide gatherings where service information will be made available to residents. The Marketing Promotion unit is currently taking a more active role at California State University (SJSU), San Jose, by building relationships with its Leisure Studies Department and the SJSU radio station. In doing so, PRNS is promoted throughout San Jose while teaching future leaders how to communicate services and programs to the community. Of course, PRNS marketing will be consistent with the City's city-wide message and identity.

Performance Measure Development

The performance measure for "percentage of parkland acreage acquired or agreed to under a parkland agreement compared to the total potential parkland dedication possible within a given fiscal year," did not meet the target of 50%; instead the actual measure is expected to be 22%. This is due in large part to the downturn of the economy and the fact that the current in-lieu fee structure is based on 1998 land values. A second performance measure was a target of 100% of initiated projects with completed scopes by October 1; actual performance is projected at 90% because of a focus on resolving a backlog of prior year projects. With the backlog resolved, projected completion of scopes for 2002-2003 is targeted at 100%.

In addition, resources, redeployments, or reductions recommended for Strategic Support are expected to yield the performance improvements described in the Budget Changes by Core Service section.

Strategic Support Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
🎯 % of parkland acreage acquired or agreed to under a parkland agreement compared to the total parkland dedication possible within a given fiscal year	90%	50%	22%	50%
🎗 % of projects initiated in a given fiscal year with completed scopes by October 1 of that fiscal year	90%	100%	90%	100%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
% of city-wide trail system completed	22%	22%	23%	23%

Performance and Resource Overview (Cont'd.)

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support *					
Personal Services	$ 2,027,994	$ 2,488,989	$ 3,304,265	$ 3,366,955	35.3%
Non-Personal/Equipment	706,903	435,691	345,761	368,261	(15.5%)
Total	**$ 2,734,897**	**2,924,680**	**$ 3,650,026**	**$ 3,735,216**	**27.7%**
Authorized Positions	**21.51**	**22.51**	**37.97**	**38.97**	**73.1%**

Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds ($)	General Fund ($)

HEALTHY NEIGHBORHOODS AND CAPABLE COMMUNITY SERVICES RESPONSIVE TO THE 21ST CENTURY CUSTOMER NEEDS

	Positions	All Funds ($)	General Fund ($)
1. PRNS Efficiency Savings		**(15,626)**	**(15,626)**

This action increases the vacancy savings by $15,626. Administrative actions are currently underway to better integrate the Parks, Recreation, and Neighborhood Services Department, allowing it to realize additional cost savings and efficiencies as a result. (Ongoing savings: $15,626)

Performance Results:
Customer Satisfaction Current levels of customer satisfaction will be at least maintained with this reduction.

	Positions	All Funds ($)	General Fund ($)
2. City-Wide Trails Coordinator	**1.00**	**78,316**	**0**

This action provides for one Parks Facilities Supervisor position to support trails coordination development. The position will focus on the acquisition of open space lands under the Santa Clara County Open Space Authority's 20% Program and to build-out the City's proposed 100-mile trail system. Further, this position will work closely with the City's Bicycle Coordinator, the San Jose Water District, the San Francisco Conservancy Program, the Bay Trail Committee, and the Bay Area Ridge Trail Group. (Ongoing cost: $85,857)

Performance Results:
Customer Satisfaction Better coordination of the trail development and funding processes. ***Cycle Time*** Reports will be more timely, detailed, and accurate.

Strategic Support Budget Changes (Cont'd.)

Adopted Strategic Support Changes	Positions	All Funds ($)	General Fund ($)
HEALTHY NEIGHBORHOODS AND CAPABLE COMMUNITY SERVICES RESPONSIVE TO THE 21ST CENTURY CUSTOMER NEEDS (CONT'D.)			
3. Rebudget: IT Staff Support Vehicle		**22,500**	**22,500**
This action rebudgets unexpended 2001-2002 funds for one-time expenses related to Information Technology Staff Support. (Ongoing cost: $0)			
Performance Results: N/A (Final Budget Modification)			
2002-2003 Adopted Strategic Support Changes Total	**1.00**	**85,190**	**6,874**